

# Final Evaluation Report

## End-Project Evaluation

Addressing Sexual Bribery Experienced by  
Female Heads of Households, including Military  
Widows and War Widows in Sri Lanka to Enable  
Resilience and Sustained Peace

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## LIST OF ABBREVIATIONS

CEJ	Centre for Equality and Justice
CIABOC	Commission to Investigate Allegations of Bribery or Corruption
CSO	Civil Society Organization
DAC	Development Assistance Committee
FHH	Female Heads of Households
GoSL	Government of Sri Lanka
ISB	Industrial Service Bureau
OECD	Organization for Economic Cooperation and Development
PBF	Peacebuilding Fund
PBSO	UN Peacebuilding Support Office
RPK	Rajarata Praja Kendraya
TR	Term of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WRC	Women's Resource Centre

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It is our wish that this evaluation is useful to help think through interventions on gender equality for the various agencies of the UN, the Government of Sri Lanka and the Peacebuilding Fund, contributing to the flourishing of both women and men in the country and beyond.

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## Executive Summary

### Evaluation background

Sri Lanka has experienced nearly three-decades of armed conflict between the armed forces of the Government of Sri Lanka (GoSL) and the Liberation Tigers of Tamil Eelam (LTTE) which officially came to an end in May 2009. With nearly 90,000 Female Heads of Households - FHHs (UN, 2015)<sup>1</sup> estimated to be widowed at the end of the armed conflict, and FHHs accounting for approximately 23.5% of the total number of households in the country, the burden of responsibility on women to support their households is significant. FHHs include widows of soldiers, LTTE cadres, and other militant cadres and widows of civilians. This category also includes women whose spouses are disabled or have divorced or abandoned them, as well as forcibly missing spouses.

Women are limited in their opportunities to work and seek new ways of life in structural ways. FHHs with limited support systems are particularly vulnerable in contexts where abuse of power and authority exists in accessing state and non-state assistance/services, resulting in instances of coercion and transactional sex. In Sri Lanka, this problem - neglected in the past - has been specially exposed by the research of the organization called FOKUS Women (now Centre for Equality and Justice), which published a number of studies<sup>2</sup> showing how sexual bribery affected military widows and war widows in the country. UN Women together with United Nations Development Programme (UNDP) and the Centre for Equality and Justice (CEJ), proposed to the Peacebuilding Fund (PBF) a project with a focus on 'Addressing Sexual Bribery experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka, to enable resilience and sustained peace.'

The project had to adapt its implementation due to COVID-19. Activities were either suspended (e.g. trade fairs), postponed (trainings) or adapted (online meetings replacing in-person meetings with the government). Please, see details in the body of the report in various sections.

### Object of the evaluation

The project "Addressing "Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka, to Enable Resilience and Sustained Peace" aims to empower Female Heads of Households in the three target districts of Kurunegala (North West), Anuradhapura (North Central) and Kilinochchi (Northern region) by addressing the high incidence of sexual bribery and exploitation against them. The project which initially included only military widows and widows from the northern province was expanded, due to a request from the government, to consider other categories of Female Heads of Household (FHH) which consist of women who are divorced, separated, abandoned, and those with disabled partners

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<sup>1</sup> United Nations. (2015). *Mapping of Socio-Economic Support Services to Female Headed Households in the Northern Province of Sri Lanka*. Colombo: United Nations, Sri Lanka. <http://lk.one.un.org/wp-content/uploads/2016/05/Mapping-of-Socio-Economic-Support-Services-to-Female-Headed-Households-in-the-Northern-Province-of-Sri-Lanka.pdf>

<sup>2</sup> FOKUS Women. (2015). *A report on the status of female heads of households and their access to economic, social and cultural rights: Anuradhapura District: Kebethigollewa and Maha Vilachchiya*. <https://d3jkgvgni357tqm.cloudfront.net/1516008978/escr-in-anuradhapura.pdf>; Centre for Equality and Justice. (2018). *Shrouded in secrecy: Sexual bribery of muslim women in post war districts*, Briefing Paper. <http://cejsrilanka.org/wp-content/uploads/Shrouded-In-Secrecy.pdf>

(also related to long-drawn effects of the armed ethnic conflict) based on experiences in the implementation locations where it became clear that sexual bribery had been experienced by a wider group than initially identified. The project also intended to target public officials and institutions at a national level with the intention of improving the existing environment and response towards sexual bribery and exploitation.

The project has two outcomes, namely:

Outcome 1: Empowered Female Heads of Households (including military and war widows) have sustainable livelihoods, and access social support services with dignity;

Outcome 2: Increased commitment of public institutions to prevent and respond to sexual bribery and to protect Female Heads of Households (including military and war widows) from sexual exploitation.

The total budget of the project was US\$ 1,500,000.

### Evaluation Purpose, Objective and Scope

The evaluation purpose is to bring evidence on progress towards peacebuilding impacts and examine the relevance, effectiveness, efficiency, impact, sustainability and contributions towards gender equality objectives of the programmatic interventions for national and local stakeholders and rights-holders in all three target districts.

The objective of the evaluation is to provide accountability to stakeholders and beneficiaries with reliable and credible information on the achievement of summative or lack thereof and also promote formative especially on programmatic adaptations in times of global crises (see methodology section for more details on possible uses of the evaluation for each group of stakeholders).

The scope of the evaluation was:

Geographic: national when it comes to the policy component and local when it comes to the implementation of the specific activities.

Chronological: November 2018-September 2020

Thematic: gender-focused considering the scope of the PBF's Gender Promotion Initiative.<sup>3</sup>

### Evaluation Methodology

A mixed method approach was used. Triangulation was key in order to contrast different sources and reach a common ground which is based on evidence. The evaluation design was gender responsive: a) *participatory*; b) based on a 4<sup>th</sup> *generation approach*; c) *utilization focused* and d) *attribute value to the project through a Gender Results Effectiveness Scale*.<sup>4</sup>

The methodology for this evaluation included:

- ⇒ Desk review of relevant documents
- ⇒ Rapid assessment

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<sup>3</sup> <https://www.pbfgyipi.org/>

<sup>4</sup> <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/good-practices-in-gender-responsive-evaluations-en.pdf?la=en&vs=2431>

- ⇒ Remote semi-structured interviews with 27 stakeholders (6 males, 21 females). For details, please, refer to the Stakeholder Analysis in Appendix F.
- ⇒ Telephone survey with 75 beneficiaries (all FHHs)<sup>5</sup>.

In light of COVID-19, the evaluation team carried out a Telephone Survey with the beneficiaries of the project in replacement of the Focus Group Discussions initially envisaged. The evaluation team used the database of beneficiaries collectively built among the various partners and stakeholders as the starting point for the survey. The team restricted the questions in the survey to the impact of the project activities, not touching upon the individual problems of sexual bribery they might have been faced with. Beneficiaries were informed that they had the right not to answer questions they did not feel comfortable with or to stop the interview at any time. Due to the relatively small sample size, the findings from this survey cannot be considered representative of the project beneficiaries; rather it can be considered to be indicative and inform project interventions.

During the inception process, beyond the stakeholder analysis which was carried out, the evaluation used the criteria of snowball sampling to identify relevant stakeholders to be consulted. The stakeholder analysis was based on the desk review which was carried out in the beginning of the evaluation and in consultation with staff from UN Women and UNDP (please, see further details in Appendix F with categories created to classify the stakeholders).

## Conclusions

**Conclusion 1:** The project was successful in raising awareness on the issue of sexual bribery in the country. Even though the theme is very sensitive and was faced with resistance, the project helped to pave the way for further work. It has generated learning and partnerships which might prove useful for future initiatives in this subject area.

Supporting arguments: Preliminary Conclusions REL1, REL2, REL3, REL4.

**Conclusion 2:** The project was very successful in establishing FHH collectives. The collectives provided a platform to train women and also to create bonds of empathy and mutual help. The majority of FHH interviewed (90%) indicated their knowledge on the subject of sexual bribery and sexual exploitation had increased significantly through the project and there are indications that some of these collectives might gain a life of its own and continue without project's support.

Supporting arguments: Preliminary Conclusions EFFE2, EFFE9.

**Conclusion 3:** The project was very successful in delivering business trainings which were very much appreciated by FHH and used by them afterwards (79% of women surveyed indicated they had developed/improved an existing business venture since participation and 16% indicated they had started a new business). However, the project was less successful in delivering the grants considering the delays in project implementation due to COVID-19. More time would have been needed to actually follow up on women's work after the trainings and grants received to ensure a more gender transformative project.

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<sup>5</sup> Total project beneficiaries were 442.



Supporting arguments: Preliminary Conclusions EFFE1, EFFE6.

**Conclusion 4:** Beneficiaries are more aware of their rights due to the project. However, there may be a mismatch between women's awareness and the capacity of the government to answer their demands for justice. The project was not able to deliver the training to public officers due to the various contextual challenges and this was a missing link to the rationale of the project. This may be considered for future project design – the need to the project's different lines of work in the timeframe and enhance coordination mechanisms, as a way of creating more synergy, improving delivery and adapting implementation to difficult circumstances.

Supporting arguments: Preliminary Conclusions EFFE3, EFFE4.

**Conclusion 5:** The project faced many operational problems. There were many actors working together and a lack of coordination mechanisms among them; there were financial reporting problems from the part of CSO implementing capacities leading to delays in disbursement, time was short, design was ambitious and the political scenario very unstable. These problems caused tensions among the various actors which should be used to rethink any future project design and coordinating mechanisms. The project had difficulties to adapt to the contextual changes in the country considering the UN requirements in place, which even though are meant to ensure transparency and accountability of donor-funds, may be difficult for CSOs to manage.

Supporting arguments: Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.

**Conclusion 6:** There cannot be assertion of peacebuilding impact attributed to the project considering its short timeframe and implementation challenges. However, there are indications of positive impact in the lives of women beneficiaries, which might in the long-term help with the peacebuilding process. Most beneficiaries surveyed indicated they felt better prepared to look after themselves after participating in the project (78%). In addition, there is an indication that the dialogue promoted between communities (even if very limited) brought a sense of empathy from FHHs across ethnic identities. There is potential behind making the two communities come together through market fairs and other events to enhance dialogue and promote peacebuilding.

Supporting arguments: Preliminary Conclusions EFFE8, IMP.

**Conclusion 7:** Even though, little capacity was built within the government, the government stakeholders at the national level became more aware of the problem of sexual bribery and capacity was built at the level of the CSOs and among FHHs. There is also willingness from the part of all the actors involved in continuing to work in this agenda. The project helped to flag the issue to various actors in the country.

Supporting arguments: Preliminary Conclusions EFFE5, SUS1, SUS2.

**Conclusion 8:** The project was found to be gender responsive, which means it had the rights focus and addressed needs of women as voiced by them, helping them to be more financially independent, addressing the issue of economic inequality and be better informed about their rights. The government is on the way to establish regulation and protocols to better protect women from sexual bribery and exploitation. The project could have been gender transformative if more long-term interventions were in place with more time for actions to mature with beneficiaries being followed in their business ventures and their attitudinal change, and if the government at various levels had been exposed to training on the problem of sexual bribery as it was initially envisaged.

Supporting argument: Preliminary Conclusion GEN.

### Lessons Learned

- The need to provide the Implementing Partners with a clear understanding/agree on contractual obligations, monitoring requirements, monitoring tools to be used, reporting plans and responsibilities at the time of contracting and follow-up jointly at regular coordinating meetings
- The importance of factoring coordinating time in complex project structures and time for building trust, particularly among government stakeholders and beneficiaries
- Collectives as a way of building bonds, empathy and generating action
- The need of designing less ambitious projects for PBF short term projects and enhance coordination mechanisms with the donor
- The importance of building the link from international global institutions to local CSOs and at the same time, account for the limits of local CSOs in implementing UN projects.
- The importance of communicating key messages in non-standard ways, such as embracing native art forms
- Assuming the risk of working in innovative issues (e.g. sexual bribery) and designs
- The need to include in the timeline follow-up on women's enterprises funded by the project in order to make the project more gender transformative.

## Recommendations

The recommendations were developed based on the data collected, the conclusions of the report and in consultation with the key stakeholders during the evaluation process. They were also reviewed by the commissioning organizations before the final report was approved.

N.	Type	Recommendation	Recipient	Action points	Rationale
1	Strategic and operational	Continue advocacy on the theme with the Government of Sri Lanka	UNDP and UN Women	<ul style="list-style-type: none"> <li>- Continue providing support to the government until final approval of Manual to provide paralegal services to the field officers and development officers attached to the Ministry of Women and Children’s Affairs Consider design of new project to continue this initiative on training to the national and local government officers.</li> </ul>	<p>The government is now mobilized, there is an opportunity to engage more to achieve the results envisaged at the start of the project.</p> <p>Conclusion 7, Preliminary Conclusions EFFE5, SUS1, SUS2</p>
2	Operational	Further explore working with puppet theatre in other initiatives.	UN Women and UNDP	<ul style="list-style-type: none"> <li>- Consider puppet theatre as a tool in future project design when appropriate to the context.</li> <li>- Share experience of this particular part of the project at a regional level (Southeast Asia).</li> </ul>	<p>This part of the project was very innovative and has the potential of being replicated in other contexts (building the bridge between culture and development)</p> <p>Conclusion 1, Preliminary Conclusions REL1, REL2, REL3, REL4.</p>
3	Operational	Further explore providing business trainings to FHH	UNDP	<ul style="list-style-type: none"> <li>- Include business and financial management training for women with Chrysalis and ISB in other projects.</li> </ul>	<p>This part of the project was very well assessed by FHH. It has a sound methodology, and is an identified need of FHH.</p> <p>Conclusion 3, Preliminary Conclusions EFFE1, EFFE6.</p>

N.	Type	Recommendation	Recipient	Action points	Rationale
4	Operational	Incorporate lessons learned in the guidance of PBF projects to guide design of future initiatives (e.g. guidance for the inclusion of CSOs in the projects).	PBF	<ul style="list-style-type: none"> <li>- Discuss internally possible ways of increasing the time frame of GPI projects.</li> <li>- Share lessons learned from this evaluation and others with potential candidates for PBF's funds via website and other means to help improve future project design and make them more realistic.</li> <li>- Guide RUNOS to conduct capacity assessments during proposal/concept development.</li> </ul>	<p>Lessons learned in this project may be very helpful for future project design.</p> <p>Conclusion 5, Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.</p> <p>Conclusion 8, Preliminary Conclusion GEN</p>
5	Operational	Improve communication protocol between PBF secretariat and local projects	PBF	<ul style="list-style-type: none"> <li>- Review communication protocol between PBF and local projects in countries with large portfolios (ensuring at least one direct contact with implementation team in the beginning, middle and end of each initiative in addition to the PBF secretariat in the country).</li> </ul>	<p>There was no direct contact between PBF and the project, apart from the short interaction during the evaluation process. A more direct contact was missed from the local project which could have facilitated exchange of experiences (e.g. capacity of other projects to address contextual challenges being passed to Sri Lanka etc).</p> <p>Conclusion 5, Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.</p>
6	Operational	Assess capacity of partner CSOs for reporting procedures prior to signing contract and in case it is not adequate, allocate time within implementation to ensure	UNDP and UN Women	<ul style="list-style-type: none"> <li>- Develop a protocol to assess CSOs capacity to report and carry out a preliminary briefing with them on procedures prior to signing the contract.</li> </ul>	<p>Conclusion 5, Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.</p>

N.	Type	Recommendation	Recipient	Action points	Rationale
		learning and compliance in future projects			
7	Operational	Review guideline documents available for CSOs with recommendations for reporting	UNDP and UN Women	<ul style="list-style-type: none"> <li>- Ensure that operational procedures in place are not duplicated and simplify them whenever possible.</li> </ul>	Conclusion 5, Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.
8	Operational	Promote learning across the projects	PBF	<ul style="list-style-type: none"> <li>- Share good practices among PBF's recipients as projects are being implemented.</li> <li>- Troubleshoot based on global and not only national experiences.</li> </ul>	<p>PBF manages projects in challenging scenarios, some are more able to adapt to difficult circumstances than others. Sharing innovating experiences among PBF's recipients may be beneficial to projects at country level.</p> <p>Conclusion 5, Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.</p>
9	Operational	<p>Guide projects on possible contingency plans in face of disruptive scenarios</p> <p>Elaborate contingency/alternative plans in face of difficult circumstances in collaboration with partners</p>	<p>PBF</p> <p>UN Women &amp; UNDP</p>	<ul style="list-style-type: none"> <li>- Provide guidance for projects on how to adapt and draft contingency plan in face of difficult contexts.</li> <li>- Review future project timelines and modus operandi in face of scenarios of great instability.</li> </ul>	<p>Same as above.</p> <p>The project was faced with a challenging contextual scenario. Future initiatives should consider drafting an adaptation plan with a substantive review of project modus operandi agreed by the various partners.</p> <p>Conclusion 5, Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.</p>
10	Operational	Incorporate in project design special consideration for more vulnerable communities (e.g.	UN Women & UNDP	<ul style="list-style-type: none"> <li>- Consider long term initiatives with more disadvantaged communities which may need more intense</li> </ul>	Respondents in Killinochi indicated lowest positivity with regard to the effectiveness of the programmes initiated through this project.

N.	Type	Recommendation	Recipient	Action points	Rationale
		FHHs from northern regions) which may need more long-term support and special care (with language requirements etc).		structural assistance to address existing vulnerabilities.	EFFE8.
11	Operational	Include in future project design, inter-community dialogue with the purpose of enhancing peacebuilding efforts.	UN Women, UNDP and PBF	<ul style="list-style-type: none"> <li>- Encourage inter-community dialogue in the design of PBF projects.</li> <li>- Incorporate inter-community dialogue in projects of a similar nature, giving more room for this type of initiative at earlier stages of the project.</li> </ul>	<p>There is an indication that the dialogue promoted between communities (even if very limited) brought a sense of empathy among beneficiaries across ethnic divides.</p> <p>Conclusion 6, Preliminary Conclusions EFFE8, IMP.</p>

## 1. Evaluation background

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Sri Lanka has experienced nearly three-decades of armed conflict between the armed forces of the Government of Sri Lanka (GoSL) and the Liberation Tigers of Tamil Eelam (LTTE) which officially came to an end in May 2009; a period characterised by waves of conflict, militarisation, and displacement (International Crisis Group, 2011).<sup>6</sup> While the root causes of the protracted conflict are multiple and complex, the post-independence politics of a majority-led leadership and the local and global political economic situation laid the foundations for violent social and political dissent. Sri Lanka's history of conflict is not limited to the civil war, with the country experiencing violent insurrections led by Sinhala youth particularly in 1987 across the south, central, and western regions of the country. The proliferation of militant groups in the north and east of Sri Lanka culminated into fully-fledged armed conflict in the early 1980s, with the LTTE emerging as a protagonist in the drawn-out conflict with the state. Intermittent conflict led to several waves of internal displacement, and the Indian Ocean tsunami of 2004 added to the number of internally displaced persons (IDPs) in conflict-affected regions of Sri Lanka (Sanguhan and Gunasekara, 2017).<sup>7</sup>

The armed conflict in the country which lasted nearly three decades is attributed to the death and casualty of thousands of civilians, armed forces, and LTTE combatants, as well as multiple displacements, cases of physical and mental disabilities, and the destruction of homes and public property (Jayasundere & Weerackody, 2013).<sup>8</sup> It is estimated that nearly 470,000 persons experienced displacement from their places of origin as a consequence of the armed conflict (Internal Displacement Monitoring Centre, 2012).<sup>9</sup> Upon return to their places of origin once the fighting had ceased, much of what they had known was no more; houses were damaged and destroyed, schools were razed to the ground, agricultural land was overgrown, fishing equipment destroyed, and the provision of basic services was stunted. With nearly 90,000 Female Heads of Households - FHHs (UN, 2015)<sup>10</sup> estimated to be widowed at the end of the armed conflict, and FHHs accounting for approximately 23.5% of the total number of households in the country, the burden of responsibility on women to support their households is significant. FHHs include widows of soldiers, LTTE cadres, and other militant cadres and widows of civilians. This category also includes women whose spouses are disabled or have divorced or abandoned them.

While women across the country were affected by the conflict, they experienced varying degrees of impact based on their ethnicity, class and socio-economic status. The change in roles

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<sup>6</sup> International Crisis Group. (2011). *Sri Lanka: Women's insecurity in the North and East*. Colombo/Brussels: Crisis Group. Asia Report No.217 [https://www.ecoi.net/en/file/local/1055886/2016\\_1324563161\\_217-sri-lanka-womens-insecurity-in-the-north-and-east-ko.pdf](https://www.ecoi.net/en/file/local/1055886/2016_1324563161_217-sri-lanka-womens-insecurity-in-the-north-and-east-ko.pdf)

<sup>7</sup> <https://securelivelihoods.org/wp-content/uploads/12.-Tracking-change-in-livelihoods-service-delivery-from-a-2012-2015-in-Sri-Lanka-2.pdf>

<sup>8</sup> Jayasundere, R. & Weerackody, C. (2013). *Gendered implications of economic development in the post conflict Northern and Eastern Regions of Sri Lanka*. Sri Lanka: Care International Sri Lanka.

<sup>9</sup> Internal Displacement Monitoring Centre. (2012). *Sri Lanka a hidden displacement crisis*. Norwegian Refugee Council. Retrieved from <https://www.internal-displacement.org/sites/default/files/publications/documents/201210-ap-srilanka-overview-en.pdf>

<sup>10</sup> United Nations. (2015). *Mapping of Socio-Economic Support Services to Female Headed Households in the Northern Province of Sri Lanka*. Colombo: United Nations, Sri Lanka. <http://lk.one.un.org/wp-content/uploads/2016/05/Mapping-of-Socio-Economic-Support-Services-to-Female-Headed-Households-in-the-Northern-Province-of-Sri-Lanka.pdf>

and responsibilities for women within a deeply patriarchal society comes with its own challenges in terms of navigating the multiple burdens and exploitative conditions. This is reflected to an extent in Sri Lanka's female labour force participation rate which has continuously remained low at 30-35 percent in the past two decades, which is surprising given the high levels of educational attainments and other social indicators compared to neighbouring countries in the region (Ranaraja, Hassendeen & Gunatilaka, 2016);<sup>11</sup> indicative of the strong socio-cultural influences.

The decades of armed ethnic conflict in Sri Lanka were visibly gendered. While men were the main casualties of conflict, women were left to cope with the loss of family members due to death and disappearances of income earners. FHHs were thus propelled into additional responsibilities of income generation while continuing to engage in care work. Sri Lanka's history is contextualised by militarization, a protracted armed conflict and the condoning of political violence which has contributed towards a culture of violence and impunity in the country since the 1980s, with a significant impact on violence against women. Despite the guarantee of fundamental rights and non-discrimination towards women in Sri Lanka since the 1978 Constitution, the Women's Rights Bill is yet to be approved; and women's rights, ensured in international instruments— such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)—although ratified, have not yet been incorporated into national legislation.<sup>12</sup> Furthermore, gender-based discrimination still exists in instances of inheritance rights, in settlements, and in religious personal laws.<sup>13</sup> Although Sri Lanka has measures in place to protect women against sexual and gender-based violence, a study by Jayasundera (2009) highlights that women in Sri Lanka still encounter issues related to their personal safety and discrimination based on sex due to the lack of enforcement of these laws.<sup>14</sup>

Women are limited in their opportunities to work and seek new ways of life in structural ways, such as in transportation, just to give an example. According to a report by the UNFPA (2017), sexual harassment in public transport is among the key deterrents that restrict the movement of women for economic opportunities. The same report revealed that almost 90 percent of the surveyed women had experienced some form of sexual violence (ibid). These findings further reiterate how external conditions influence women's choices and opportunities for engaging in economic opportunities outside the relative physical safety of their private sphere.

A crippling consequence of the armed conflict as identified by Jayatilaka and Amirthalingam (2015) was the deterioration of livelihoods and the local economy. It is a burden increasingly born by FHHs as they navigate their new responsibilities towards supporting their households amidst economic deprivation, exclusion from inheritance, inability to vindicate property rights and lack of access to land (ICG,2011).<sup>15</sup> FHHs with limited support systems, are particularly vulnerable in contexts where abuse of power and authority exists in accessing state and non-state assistance/services, resulting in instances of coercion and sexual exploitation. In a report published by the 'Leader of the Opposition's Commission on the Prevention of Violence against

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<sup>11</sup> Ranaraja, S., Hassendeen, S. & Gunatilaka, R. (2016). Factors affecting women's labour force participation in Sri Lanka. Colombo: International Labour Organisation Country Office for Sri Lanka and the Maldives.

<sup>12</sup> Asian Development Bank, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. (2015). Country Gender Assessment Sri Lanka Update.

<sup>13</sup> ibid

<sup>14</sup> Jayasundere, R. & Weerackody, C. (2013). Gendered implications of economic development in the post conflict Northern and Eastern Regions of Sri Lanka. Sri Lanka: Care International Sri Lanka.

<sup>15</sup> International Crisis Group. (2011). Sri Lanka: Women's insecurity in the North and East, Asia Report N°217-220, 20 December 2011.



Women and the Girl Child (2014)<sup>16</sup>, it documents instances of women having to offer sexual favours to access resources and food entitlements or to receive assistance for building homes, securing land rights, accessing state facilities and jobs; and for certain military widows even in instances of accessing their partners' pensions. In a report published by the International Bar Association (2019)<sup>17</sup> the term 'sextortion' is used to define assistance and provisions offered to vulnerable women in return for sexual favours, where the need and desperation for survival is abused by individuals in positions of power in the absence of viable alternatives by those seeking assistance. It is recognised as an extreme breach of trust and misuse of power. While it is a violation of Sri Lankan law for public officials to solicit bribes, the term 'sexual bribery' is not expressly mentioned in the Bribery Act, and the definition of "gratification" in the Interpretation section of the Bribery Act does not yet include sexual gratification as a form of gratification.

In Sri Lanka, this problem - neglected in the past - has been specially flagged by the research of the organization called FOKUS Women (now Centre for Equality and Justice), which published a number of studies showing how sexual bribery affected military widows and war widows in the country. UN Women together with United Nations Development Programme (UNDP) and the Centre for Equality and Justice (CEJ), proposed to the UN Peacebuilding Fund (PBF) a project with a focus on 'Addressing Sexual Bribery experienced by Female Heads of Households, including Military Widows and War Widows, in Sri Lanka to enable resilience and sustained peace.'<sup>18</sup> The project had the budget of US\$ 1,500,000 and was meant to be implemented between November 2018 and April 2020 (18 month timeframe), but was extended up to October 2020, with a donor-approved grace period to expend commitments/encumbrances within three months of the project end date (i.e. on or before 31 January 2021).

Since the inception of the project in November 2018, the country was faced with five major socio-political events which affected the delivery of the project. The first was the Constitutional Crisis which took place in October 2018 at the highest levels of government which brought all government related activities to a stand-still until January 2019 due to the uncertainty in reporting lines with the existence of two concurrent Prime Ministers; The Easter Sunday attacks in April 2019 which caused the death of 250 people, shifted the government's focus towards security and resulted in increased ethnic tensions across the country. In the aftermath of the attacks there was heightened security and surveillance and concern for the safety of project participants resulted in the halting of programme implementation across all the 3 districts. This was followed by the Presidential Election in November 2019 which captured the political agenda of the country. The election of a new president with a diverging political agenda from the previous regime resulted in a series of changes to leadership positions at several government agencies, including the Ministry of Women and Child Affairs which was a key implementation partner of this project. The emergence of COVID19 in the country in February this year (2020) eventually resulted in an island-wide curfew and mobility restrictions for nearly three months from March to prevent the spread of the virus which heavily impacted the operations in the country and the implementation of the project in particular. The lead up to the parliamentary elections which were conducted in August 2020 resulted in another period of in-activity from the government partners followed by further changes to the government structure subsequent

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<sup>16</sup> <http://gbvforum.lk/r-library/document/Report%20of%20the%20Leader.pdf>

<sup>17</sup> Carnegie, S. (2019). Sextortion: A crime of corruption and sexual exploitation

<sup>18</sup> The project when initially conceptualized, only targeted military and war widows. This was subsequently modified to reflect the implementation context to include other categories of FHHs (women whose husbands have been disabled and women who have been separated, abandoned and/or divorced by their spouses as a result of the armed conflict) to reflect the challenges experienced more widely as a consequence of their vulnerabilities.

to the election.<sup>19</sup> The resurgence of COVID19 in October contributed to further mobility restrictions and a slow-down of operational activities across the country. These are some of the factors which have influenced the implementation of the project and that will be considered in the course of this report.

## 1. Object of the evaluation

The project “Hidden Challenges: Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows, in Sri Lanka to Enable Resilience and Sustained Peace” aims to empower Female Heads of Households in the three target districts of Kurunegala (North West), Anuradhapura (North Central) and Kilinochchi (Northern region) by addressing the high incidence of sexual bribery and exploitation against them. The project which initially included only widows of the state forces and widows of the northern province was expanded, due to a request from the government, to consider other categories of Female Heads of Household (FHH) which consist of women who are divorced, separated, abandoned, those with disabled partners, as well as those with forcibly missing spouses (related to long-drawn effects of the armed ethnic conflict). The scope of beneficiaries was expanded during the implementation phase of the project as implementation partners found it challenging to exclude other categories of FHHs during community level gatherings and in response to a request from government stakeholders. The project also intended to target public officials and institutions at a national level with the intention of improving the existing environment and response towards sexual bribery and exploitation. In total about 440 FHH were benefited by the project.



Figure 1. Map of Sri Lanka

The project has two outcomes, namely:

Outcome 1: Empowered Female Heads of Households (including military and war widows) have sustainable livelihoods, and access social support services with dignity;

Outcome 2: Increased commitment of public institutions to prevent and respond to sexual bribery and to protect Female Heads of Households (including military and war widows) from sexual exploitation.

<sup>19</sup> The Ministry of Women and Child Affairs became a State Ministry of Women and Child Development, Pre-Schools and Primary Education, School Infrastructure and School Services

The project envisioned to start with sensitization of women, building of collectives and work with media to be followed by professional training and awarding of grants to allow women to improve their livelihoods in order to reduce their dependence on service providers for assistance, as well as improve access to complaint mechanisms and legal assistance with regard to sexual bribery. In parallel, key government officials were meant to receive training to strengthen their knowledge and attitudes to enhance their awareness and instil responsibility to prevent sexual bribery and sexual exploitation (see full description of outcomes, outputs and activities in the Reconstructed Theory of Change, Figures 2 and 3).

Under outcome 1, the project included actions on awareness and sensitization around the theme with resources such as puppetry and forum theatre in combination with a nationwide social media campaign. This work was carried out by CEJ and their local implementation partners Rajarata Praja Kendraya (RPK), Women's Resource Centre (WRC), Viluthu, and Jaffna Social Action Centre (JSAC), with the support of Power of Play, and Ngage Strategic Alliance - a media company for the communication part. The project progressed on helping to form women's collectives and bringing out awareness of the issue and promoting media insertions. However, under outcome 1, the project started the development of a platform for women to register complaints remotely against perpetrators of sexual bribery but was not able to complete until the end of the project due to multiple delays. The trainings on 'leadership and peacebuilding' for FHHs also mobilised groups and collectives. An additional element under outcome 1 was training given to FHH on how to identify and deal with children and adolescents at risk of substance abuse.

Under outcome 1, the economic sustainability component was led by two partner organizations: Chrysalis, a civil society organization which helps empower women through training, and the Industrial Service Bureau (ISB) which helps to promote entrepreneurship in the country. The trainings targeting economic resilience were meant to start in early 2020, but due to COVID-19 and other impeding factors mentioned earlier, they took place as the evaluation was being carried out (Sept-Nov 2020). The trainings were in the areas of Product Development, Financial Literacy and Business Planning, Marketing and Technology. The beneficiaries were also meant to receive grants for their proposed business and there was an intention of displaying their products in the form of diversity market fairs, with open dialogue, exchange of knowledge and peacebuilding and reconciliation workshops. Due to COVID-19, the diversity market fairs were suspended, and the grants were being processed as this evaluation was being finalized (December 2020) which was the end month of the project.

Under Outcome 2, the main government partner at project initiation was the Ministry of Women and Child Affairs (MWCA) and the Commission to Investigate Allegations of Bribery or Corruption (CIABOC). The MWCA was replaced in the government structure in August 2020, by the State Ministry of Women and Child Development, Pre-Schools and Primary Education, School Infrastructure and School Services (MCWD). In this area, UN Women, UNDP and CEJ engaged with UNDP taking the lead with MWCA and CEJ leading discussion with CIABOC. The project aimed to strengthen existing institutional processes and structures within ministries, including anti-sexual harassment committees and expand the definition of bribery to explicitly include sexual bribery by public officials. This front also included training to be given to state officials at a central and local level. It was important that engagement both at a central and local level takes place, considering the diversity of the country in terms of language, culture and context.

The project officially started in November 2018 (with a total budget of US\$ 1,500,000 for a period of 18 months. In April 2020, the project was approved for a six-month no-cost extension with a new project closure date of 31 October 2020. A new no-cost extension was requested,

but not approved and the project came to its end on 31<sup>st</sup> October, 2020. However, there were still some committed funds being expended in December 2020 while the evaluation was being finalized. As per information received after the delivery of the end-project report, the final expenditure rate of the project was at 85% (as of September 2020, when the evaluation was being carried out, implementation rate was at 60%).

The reconstructed Theory of Change in the next page shows the rationale of the project with the activities listed, the outputs, outcomes and impact expected in terms of behaviour change at an individual and institutional level. It is important to highlight in this case, the assumptions added to the rationale of the project that can be summarized as follows:

- ⇒ FHH are willing to take part in the activities of the Project (collectives, events and other services);
- ⇒ Government institutions and public officials at the national and sub-national levels are willing to get involved in the Project;
- ⇒ CSOs are able to engage with FHH;
- ⇒ FHHs have the skills to use the digital platform to complain on sexual bribery, sexual harassment and exploitation, and are also able to write business proposals;
- ⇒ FHH use their new skills to enhance their business.

These assumptions are explored in the course of the evaluation. They involved asking the FHH to which extent they were motivated to participate in the project activities and mobilized to do so, asking Government officials about their engagement in the project, the actions taken and effectiveness of CSOs in mobilizing the FHH and to which extent FHH had the required skills to use the digital platform (even if under test) and write business proposals and finally, to which extent FHH actually used their new skills developed during the trainings to enhance their businesses.

As it will be later explored in the document, the evaluation showed that the choice of making women more aware of the problem of sexual bribery and learn about their rights and business opportunities was important to them. They were appreciative of being able to talk to other women about the problem of sexual bribery and learn more about ways forward. The approach of working with the government in order to match demand and response was also adequate, however, there was a problem of timing, as working with the government and approving new protocols takes time. The project was not able to train national and local officers. There is an overall concern pointed at in this evaluation that women may be raising demands that the local government is unable to answer which can lead to increased tension and frustration between women and local officers. In addition, women were very appreciative of the grants and the business trainings, however, there was no follow-up of their business ventures to finish the cycle between giving the grant and helping women move forward. Overall, women were willing to take part in the project, while government officials had resistance to engage, and their engagement varied greatly throughout the history of the project. CSOs were able to engage FHH and there are indications that women used their new skills to enhance their business. However, there was not enough implementation time after the grant was given to follow-up and see if the grants were well used.

Figure 3. Reconstructed Theory of Change - Outcome 1

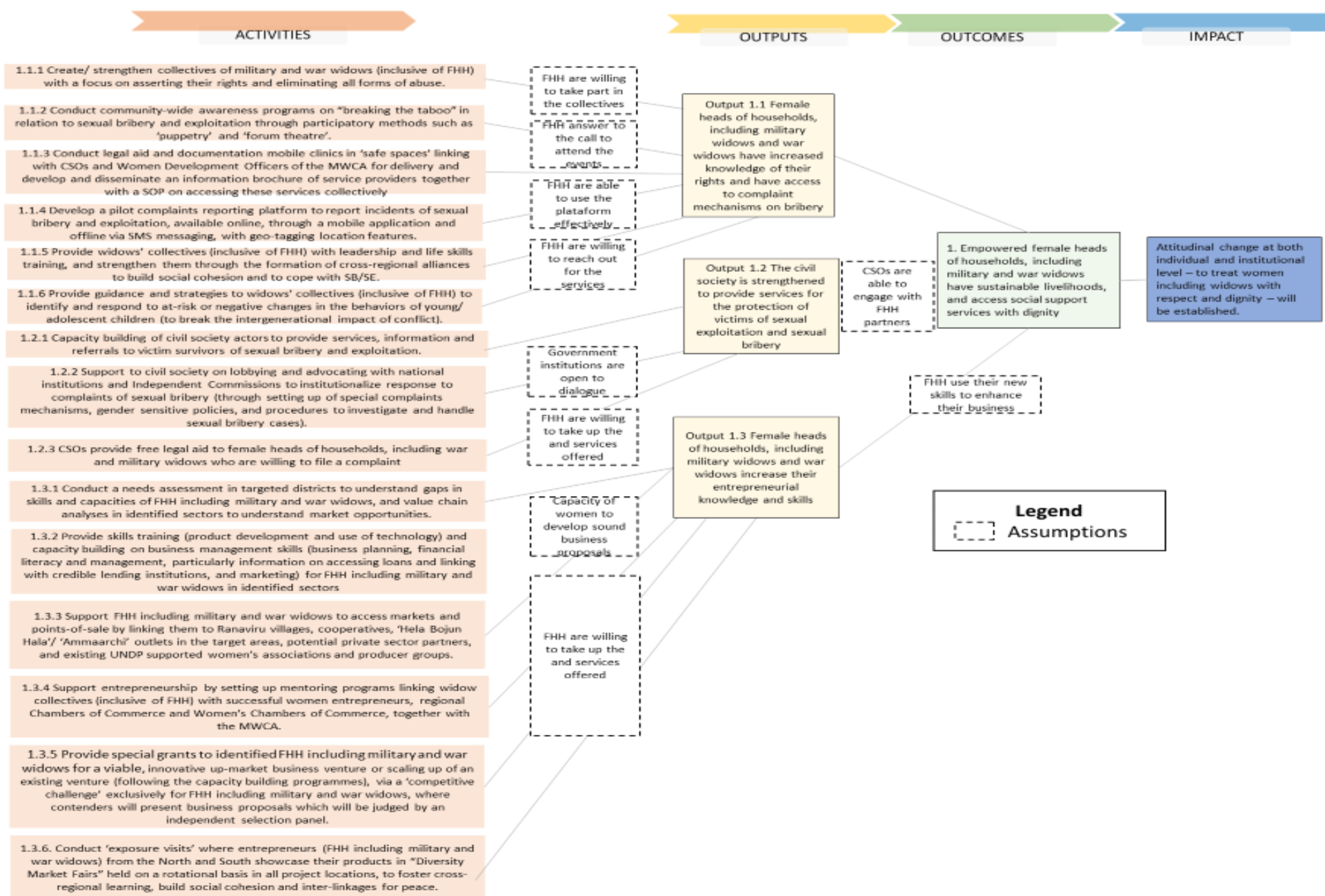
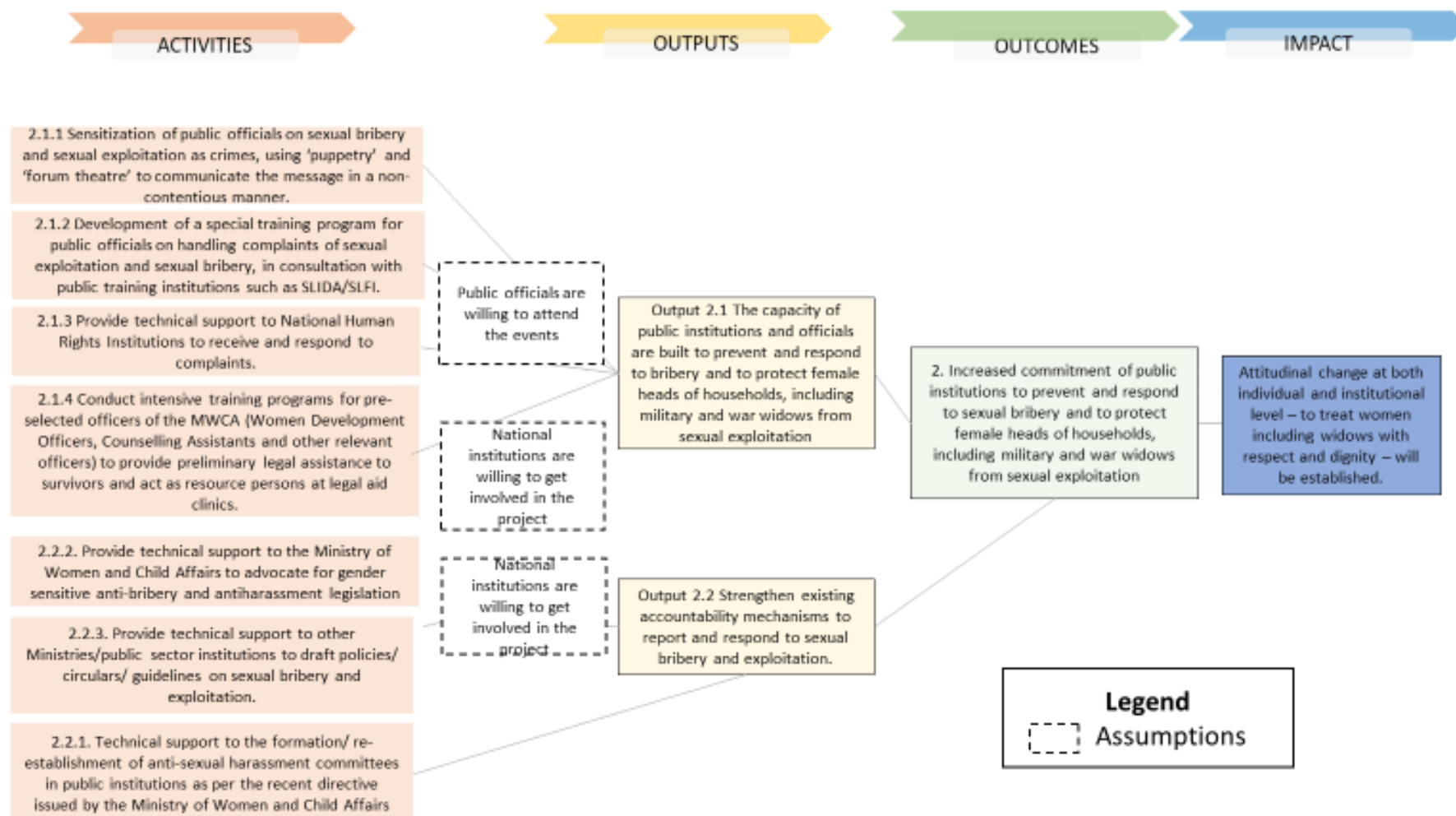


Figure 5. Reconstructed Theory of Change - Outcome 2



## 2. Evaluation Purpose, Objectives and Scope

According to the Terms of Reference (ToR), the evaluation purpose is to bring evidence on progress towards peacebuilding impacts and examine the relevance, effectiveness, efficiency, impact, sustainability and contributions towards gender equality objectives of the programmatic interventions for national and local stakeholders and rights-holders in all three target districts. This evaluation is a contractual requirement by PBF and poses an opportunity to take stock of what happened, help generate lessons and give recommendations for future projects and further work in the area.

The objective of the evaluation is to provide accountability to stakeholders and beneficiaries with reliable and credible information on the achievement of results or lack thereof, and also to promote organizational learning, especially on programmatic adaptations in times of global crises.

The scope of the evaluation was:

- ⇒ Geographical: the project addressed results at a national (policy and procedures) and local level (FHH in the three districts involved in the project).
- ⇒ Chronological: November 2018-September 2020
- ⇒ Thematic: gender and peacebuilding focused considering the scope of the PBF’s Gender Promotion Initiative.

The following users are envisaged for this evaluation:

Table 1. Evaluation users and use

Users	Use of the evaluation
Peacebuilding Support Office	Improve protocols to manage PBF’s projects and share lessons learned for enhancing project design in the future.
UN Women Sri Lanka UNDP Sri Lanka	Incorporating lessons learned in future initiatives and using feedback for improved programme design, management and implementation
Implementing organizations	Using lessons learned for future partnerships with the UN and beyond with international organizations and other donors.

The evaluation considered the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee’s (DAC) dimensions of Relevance, Efficiency, Effectiveness, Impact, Sustainability and Gender Equality and Human Rights. It was also conducted in accordance with the United Nations Evaluation Group Norms and Standards as well as the UN Women Evaluation Policy and Handbook (please see item on Ethics of the Evaluation). The following evaluation questions guided the evaluation process in each criterion. It is important to note that these questions were elaborated based on the ToR and they are

detailed in the Evaluation Matrix in Appendix B. All the dimensions proposed in the TOR are incorporated as questions and also criteria/indicators in the evaluation matrix.

Table 2. Evaluation Questions<sup>20</sup>

Criteria	Evaluation Questions (EQ)
Relevance	<p><b>Evaluation question 1:</b> To what extent were the project’s strategies relevant to national and local contexts?</p> <p><b>Evaluation question 2:</b> To what extent did the project align with the needs and priorities of the intended beneficiaries and international standards on gender equality and women’s empowerment?</p>
Effectiveness	<p><b>Evaluation question 3:</b> To what extent did the project reach the planned results at the output level?</p>
Effectiveness and Gender Equality and Human Rights	<p><b>Evaluation question 4:</b> To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness (in light of COVID-19 and other contextual challenges)?</p> <p><b>Evaluation question 5:</b> To what extent did the output level interventions translate into progress towards outcomes?</p> <p><b>Evaluation question 6:</b> What measurable changes in gender equality and women’s empowerment have occurred as a result of the project?</p>
Efficiency	<p><b>Evaluation question 7:</b> Have financial and human resources been allocated sufficiently and strategically to achieve project outcomes?</p>
Impact	<p><b>Evaluation question 8:</b> What measurable changes in women’s contribution to and participation in peacebuilding have occurred as a result of support provided by the project to target stakeholders?</p>
Sustainability	<p><b>Evaluation question 9:</b> To what extent was capacity developed in order to ensure sustainability of efforts and benefits?</p> <p><b>Evaluation question 10:</b> Are national partners committed to continuing the project or elements of the project?</p>
Gender Equality and Human Rights	<p><b>Evaluation Question 11:</b> To what extent did the project actively identify and include the most marginalized in Sri Lanka, ensuring no one is left behind?</p>

It is important to note that the evaluation report captures findings until September 2020, including expenditure data. There were several activities taking place during the evaluation, including the leadership/peacebuilding dialogues and trainings as well as the grant provision within the economic empowerment component. Thus, the Information about these components is not fully captured within the report. It was in the project’s implementation plan

<sup>20</sup> See the evaluation matrix for subquestions under the evaluation questions.



to complete the grant distribution by the end of the year, considering the delays encountered due to COVID-19.

### 3. Evaluation Methodology

#### 3.1. Overall methodological approach and design

The methodology will respond to the indicators proposed for each evaluation question (See Appendix B). A mixed method approach was adopted with triangulation of information ensured in order to contrast different sources and reach a common ground which is based on evidence to better understand the project. Triangulation took place using a variety of information sources: official project documents, informants from the government, key UN agencies involved (PBF, UN Women and UNDP in Sri Lanka), and also from the Civil Society Organizations participating in the project. PBF was the donor, UN Women played the role as lead UN entity and UNDP was the other funding recipient UN organization (RUNO) involved in the project.

The evaluation design was non-experimental, theory based, gender responsive and participatory. It reconstructed the Theory of Change and analysed it, consulted key stakeholders at the inception phase, data collection and review of report. All the organizations implementing the project on the field were heard as part of the key person interviews and dialogues carried out with FHH through 75 telephone-based surveys and 9 in-depth interviews.

In terms of the gender analysis, the evaluation team used the Gender Results Effectiveness Scale, inspired by the UN Women’s Good Practices in Gender Responsive Evaluation document (2020).<sup>21</sup> Based on the project framework and the rapid assessment, the evaluation used the following Gender Responsive Scale to do an overall assessment of the project after the data collection and analysis:

**Table 3. Gender Responsive Index to evaluate the Project Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace**

<b>Gender negative</b>	Result had a negative outcome aggravated or reinforced existing gender inequalities and norms.
<b>Gender targeted</b>	Project was able to deliver key outputs of the project for vulnerable women.
<b>Gender responsive</b>	Project had the right focus and addressed needs of women as voiced by them, helping them be more financially independent and well informed about their rights. Government has established or is in the way to establish regulations and protocols to better protect women.
<b>Gender transformative</b>	Result contributed to attitudinal change at both individual and institutional level – to treat women including widows with respect and dignity.

<sup>21</sup> <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/good-practices-in-gender-responsive-evaluations-en.pdf?la=en&vs=2431>

The 'gender blind' part of the scale was omitted on purpose, considering this project was designed for the promotion of gender equality. The original scale was meant to analyse projects that were in different areas, not necessarily addressing the issue of gender. The results of this scale will be presented under the Evaluation Criteria of Gender Equality and Human Rights.

### 3.2. Data Collection

The methodology for this evaluation has included:

- ⇒ **Desk review of relevant documents:**  
The initial desk review has considered all the key documents involved in the design and management of the project (project document, monitoring spreadsheets, Annual Project Progress Reports, media reports, baseline survey, documents from the government, list of planned business courses, selection criteria for beneficiaries etc). For the full list of documents, please refer to Appendix C.
  
- ⇒ **Rapid assessment:** based on the desk review of relevant documents and consultation of key stakeholders, a rapid assessment was carried out and is presented in Appendix A. The Rapid Assessment involved the following steps: a) assessment of the data available; b) brief critical analysis of the Monitoring and Evaluation Framework of the project; c) brief analysis of the consistency of the data available; d) refinement of evaluation demand and initial findings in each area to be investigated by the project. At each step, issues of concern were identified to discuss with commissioning organizations and better plan the evaluation process. In light of COVID-19, this Rapid Assessment became particularly important to help prepare the field work.
  
- ⇒ **Remote semi-structured interviews:** during the inception phase, desk review and consultation of stakeholders, a list of possible interviewees was drafted to include the key stakeholders that should go through a remote or in person semi-structured interview (See Stakeholder Analysis in Appendix F). These included project staff and stakeholders from UN Women, UNDP and PBF in order to determine the nature of the interventions implemented, the objectives and outcomes. National and District level government officials, local-level project officers and officials in charge of implementation, as well as state service providers in the project locations in the districts of Kurunegala, Anuradhapura and Kilinochchi were also identified stakeholders. All the interviewees were carried out remotely due to COVID-19 restrictions. In total 27 stakeholders were interviewed, as it can be seen in table 4. No local level government partners were interviewed as the evaluation team only had access to them at a later stage of the evaluation timeline and there was not enough time to include them in the data collection. However, apart from them, all the other relevant stakeholders were reached.

Table 4. Number of stakeholders interviewed by type and sex

Type of stakeholder	Number	Male	Female
Development partner	2	0	100%
Implementing CSO Partner	10	10%	90%
Central Government	4	25%	75%
Implementing private partner	3	75%	25%
RUNO	8	25%	75%
Female Heads of Household	9	0	100%
<b>Total</b>	<b>36</b>		

⇒ **Telephone survey:** in light of COVID-19, the evaluation team carried out a Telephone Survey with the beneficiaries of the project in replacement of the Focus Group Discussions initially envisaged. The evaluation team used the database of beneficiaries collectively built among the various partners as the starting point for the survey (See 4.3 for more details). In addition to the telephone survey, 9 beneficiaries were selected for more in-depth interviews to obtain their perceptions and feedback of the programmes implemented as part of the project.

Two research assistants with local language skills and familiar with conducting telephone-based surveys provided support to the national consultant in order to complete the surveys within the evaluation period. They were provided training on the tool and familiarised with the purpose of each question asked to ensure clarity of responses obtained from beneficiaries surveyed. The research assistants were also familiarised with the sensitivity of the subject matter of sexual bribery and sexual exploitation and contractually bound to maintain confidentiality.

### 3.3. Special considerations related to COVID-19 and the phone survey

Due to the spike of COVID-19 cases across the country, travel to the project locations were suspended considering the safety of respondents and the evaluation team. Data collection was guided by the principle of “do no harm” and in keeping with the guidelines prepared by UN Women and WHO<sup>22</sup> to ensure beneficiaries were not subjected to the violence as a consequence of data collection efforts. In an effort to limit the potential for transmission of COVID-19 as a consequence of participating in the evaluation efforts, and recognising the limitations in accessibility for beneficiaries to use virtual platforms for data collection, focus group discussions were suspended and telephone-based survey was proposed as an alternative method of data collection accounting for factors such as limited internet coverage. As a replacement to the focus group discussions initially proposed with project beneficiaries in the inception report, a telephone-based survey was conducted in local languages reaching individual FHH who have benefited by the formation of collectives, participated in awareness raising and/or capacity building training programmes through this project. The respondents surveyed were selected from database of beneficiaries shared by UN Women, UNDP and local implementation partner

<sup>22</sup> <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/vawg-data-collection-during-covid-19-compressed.pdf?la=en&vs=2339>

organisations. The methodology was adapted in consultation with UN Women, UNDP and PBF. The respondents selected to be surveyed were asked for a convenient time to conduct the survey and in-depth interview to ensure data collection was conducted when they were comfortable, and in a safe space, as well to ensure that their care activities were not interrupted through participation. After the objectives of the survey and ethical considerations related to the remote interviews were explained,<sup>23</sup> the respondents were given the option to suspend participation (disconnect the call) at any point of the conversation or could choose not to answer any question of their choice.<sup>24</sup> Furthermore, research assistants who conducted the surveys and interviews provided with information and training to direct respondents to relevant service providers if the need arose.<sup>25</sup>

### 3.4. Sampling

During the inception process, beyond the stakeholder analysis which was carried out, considering who the major actors were and their role in the project, the project used the criteria of snowball sampling to identify relevant stakeholders to be consulted (asking interviewees to refer to relevant actors). This was true for the semi-structured interviews and was also used during the phone survey to identify women in leadership positions within the collectives to be spoken to as part of the in-depth interviews.

A total of 75 FHHs out of a total of 442 beneficiaries were surveyed across the three project districts covering all 18 Divisional Secretariat (DS) Divisions in which the project was implemented. The DS Divisions were as follows: Kurunegala, Polgahawela, Rideegama, Mawathagama, Ibbagamuwa, Wariyapola, Nikaweratiya, and Galgamuwa in the Kurunegala district; Kekirawa, Nuwaragam Palatha Central, Nuwaragam Palatha East, Mahawilachchiya, Kemitigollewa, Galenbidunuwewa, and Galnewa in the Anuradhapura district; and Karachchi, Poonakary, and Pachchilapalli in the Killinochchi District. To ensure the sample of respondents surveyed was geographically representative, four respondents from each DS Division were selected. The initial analysis of survey responses revealed that respondents surveyed were predominantly older. In order to ensure the survey captured diversity of respondents in age, attempts were made to purposively select younger respondents where the National Identity Card details were available.

As per the snowball sampling, respondents surveyed were asked to nominate the name and contact number of a member of their collective who was in a leadership position. Nine of these women (three from each district) were subsequently contacted and participated in in-depth interviews which contributed towards more detailed feedback on the various components of the project as well as provided valued contextual information.

The sample to be surveyed was derived based on the available time and available budget to the evaluation team (extensively discussed with commissioning organizations). Due to the relatively small sample size, the findings from this survey cannot be considered representative of the project beneficiaries; rather it can be considered to be indicative and inform project interventions. The survey sample is further biased as it only reaches beneficiaries with a personal phone, and excludes those without contact numbers indicated in the contact database. Even though, with the limits imposed by the COVID-19 curfew and the budget available to do the

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<sup>23</sup> Details of the ethical considerations are available in section 4: Ethics of the evaluation

<sup>24</sup> Only 2 project beneficiaries indicated unwillingness to participate in the survey or in-depth interviews.

<sup>25</sup> None of the beneficiaries surveyed or interviewed sought further information on service providers

survey, it does provide rich data key stakeholders can benefit from and enhance learning for future interventions.

## 4. Ethics of the evaluation

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The evaluation was based on the principles set by the United Nations Evaluation Group in the document 'Norms and Standards for Evaluation' which has served as a landmark document for the United Nations and beyond. The UNEG guidelines for Integrating Human Rights and Gender Equality in Evaluations was also used in the process. All the participants were briefed about the confidentiality of the information. In addition, the participants were also informed that they have the right not to answer questions they do not feel comfortable with or to stop the survey or interview at any time.

This project deals with a particularly sensitive issue. Considering the sensitivity of the topic and the survey fatigue identified in the project progress documentation, the evaluation team restricted the questions to the beneficiaries to the impact of the project activities in women's overall empowerment (understood as awareness raised, confidence and progress in their businesses as per project's objectives), not directly touching upon the individual problems of sexual bribery they might have been faced with. The project dealt with the target group as an overall cluster of FHHs, not making a distinction between war widows, military widows or women affected by sexual bribery. The evaluation has also considered the ethical and safety recommendations for intervention research on violence against women from the World Health Organization with a focus on: 1) safety of respondents and the research team; 2) protecting confidentiality; 3) careful selection and training of research assistants; 4) gathering of information on assistance available for women at a local level in case of their request and 5) ensuring careful presentation and interpretation of data so that it is used to advance policy and intervention development.

The research assistants received guidance on: a) the objectives of the evaluation; b) the careful handling of the topic; c) the respect that should be in place towards all the participants (mindful about the topics of the discussion); c) services available for the women who request them. It is important to note that a list of service providers available for women who had experienced any type of abuse have already been mapped by the national consultant, categorised by service and district was available to be shared with the beneficiaries contacted if was required.

Moreover, due to the overall context of the country, the COVID-19 challenge and the sensitivity of the issue, the evaluation has considered the principle of 'Do No Harm', which consists of a careful and deep respect towards beneficiaries and special caution about not exposing them to harm and protection risks.

The UNEG principles used for this evaluation are detailed below. They are as follows:

1. Utility: the evaluation will serve the different stakeholders involved with the purpose of helping with decision making and answering the questions posed by the commissioning organizations.
2. Necessity: the evaluation will be conducted bearing in mind that it is needed for the Project team to enhance learning and accountability. It will not be arbitrary and will respect time and resources devoted to it.

3. Independence: the evaluation shall be free of bias. The evaluation team will exercise its Independence, attributing value to the Project based on evidence and not only on any personal interest of any kind. If this becomes compromised by any pressure, the evaluation team will report accordingly.
4. Impartiality: every initiative has its own merit and setbacks. The evaluation will aim to be balanced in terms of showing both sides of what has taken place in the course of Project implementation. In order to ensure this, different perspectives will be heard and incorporated in the report. The evaluators will be very mindful of their own cultural and social background as to avoid bias based on their own profile.
5. Credibility: the evaluation will be based on rigor design, data collection, observation and analysis so that it is credible and of high quality. Arguments should be coherent, structured and logical as to allow clarity and comprehensiveness.
6. Conflicts of Interest: the evaluation team has no conflict of interest in the evaluation. But, if any conflict of interest arises, it shall deal with it openly and honestly.
7. Honesty and Integrity: the evaluation team is experienced with evaluations for the United Nations and will work considering its capacity. It will openly point at the limitations of the evaluation in the report and be honest about the results it finds.
8. Accountability: the evaluation team is committed to completing the evaluation within the timeframe and budget agreed as per signed in the contract.
9. Information protection: this evaluation will inform everyone about data management and protect the confidentiality of the Information provided by stakeholders and other actors involved in the evaluation.
10. Respect for Dignity and Diversity: the evaluation team will consider and respect the differences in culture, local customs, religious beliefs and practices, disability, age and ethnicity, respecting all the individuals who are part of the evaluation process.
11. Respect for individual will and sensitivity towards vulnerability: individuals will be respected in their right to participate or not in the evaluation. The evaluation will also seek to hear the ones who are more vulnerable and ensure their inputs are included in the evaluation report. Special care will be taken in the case of participation of children and Young people.
12. Redress: stakeholders will be informed if they want to seek redress for any problem suffered in the course of the evaluation or the actions it covers.
13. Confidentiality: participants will be briefed about their right to provide Information in confidence. Information in the report will be disclosed in a way not to reveal the identity of informants.
14. Avoidance of Harm: the evaluation will seek to minimize risks and burdens on the participants of the evaluation.
15. Accuracy, Completeness and Reliability: the evaluation team will seek to present the most accurate, complete and reliable report it is able to, according to its capacity and in its best will and faith.
16. Transparency: the evaluation will make the commissioners of the evaluation informed of all the evaluation procedures and steps in the course of the evaluation.
17. Reporting: the evaluation team will make the evaluation report available for the commissioning organizations and encourage them to share with the other stakeholders.
18. Omissions and wrongdoing: if the evaluation finds evidence of any wrong-doing or unethical conduct it will inform the Evaluation Manager.

Lastly, it is important to note that the data from this evaluation will be stored in the evaluators Personal Computers with passwords and this raw data will not be shared to any parties outside the commissioning organizations. Data in the report was anonymized.

### 6.1. Quality assurance and Evaluation Management

UN Women has developed a Global Evaluation Reports Assessment and Analysis System (GERAAS). The purpose of GERASS is to give guidance and an Evaluation Quality Assessment to review evaluations carried out by the institution. It is guided by UNEG norms and standards. The evaluation team consulted the GERASS matrix and is aware of the expectations for this evaluation process and delivery of final evaluation product.

### 6.2. Limitations of the evaluation

Carrying out an evaluation remotely during the COVID-19 pandemic brought additional challenges: a) adaptation of the data collection process; b) difficulties in mobilizing some of the stakeholders identified. However, these challenges and others were counterbalanced by the following measures (see Table 5).

Table 5. Limitations of the evaluation and mitigation strategies

Limits of the evaluation	Measures to counterbalance the limits
Restriction of movement due to COVID-19	<p>Focus group discussions were suspended and were replaced by a remote Phone Survey and in-depth interviews with Female Heads of Households. The change in methodology did not cause any harm to the evaluation, as a matter of fact, it was able to provide the evaluation with rich data. FHH were even more protected with the adaptations in the methodology, as they were interviewed individually.</p> <p>The evaluation team is cognisant of the limitations of a remote survey compared to the rich data generated through a focus group discussion such as observations of group dynamics and the opportunity to highlight issues beyond the scope of the survey. However, given the context in which the evaluation was conducted, safety of the respondents was ensured.</p>
Limits in sample size of the Phone Survey	<p>An end line survey was not budgeted for in the evaluation, neither was an end of project survey (which would require a greater number of research assistants). In this case, the evaluation team with the approval of the RUNOs reallocated the resources from the focus group discussions to the phone surveys. However, resources were enough to cover only 75 respondents which is a small sample of the beneficiaries (17%). However, even though the data collected was limited and not able to account for generalizations, it is a good indication of the project outputs/outcomes, and this is confirmed by the qualitative data collected (see further in the report).</p>

Difficulties in reaching government actors	The evaluation team found some difficulties in being able to schedule interviews with key government actors involved in the project. Even though key national government actors were finally able to join the interviews, local (sub-national level) officers were not. However, it was identified that they were not heavily involved in the project. The evaluation may have benefitted from interviews with the sub-national level officials to obtain their perception of the major issues involved around the issue of sexual bribery and identify if there was resistance or buy-in of the initiative.
Refusal of key implementing partner in contributing to the evaluation beyond the project end date.	In this case, the evaluation team interviewed the key implementing partner at the start of the evaluation in order to ensure their views were incorporated.

## 5. Evaluation Findings

### 5.1. Evaluation Criteria: Relevance

*The project had a formal alignment with the Draft National Action Plan on Women-headed Households (2017–2019), however, the actual support of the National government to the project was unstable and uneven. The project was innovative and well aligned with PBF’s focus towards the protection of women; however, this innovation proved to be difficult, considering the sensitive nature of the topic. The project was also well aligned with global frameworks for the protection of women (UNSCR 1325, CEDAW and SDG5) and the beneficiaries needs as reported by them.*

Question	<b>EQ1:</b> To what extent were the project’s strategies relevant to national and local contexts?
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- The project in its proposal to promote economic empowerment of FHH is fully aligned with the National Framework.** The National Framework for FHH (2017-2019) has been introduced specially to improve the socio-economic situation of women affected by the conflict. It includes the approval of credit facilities to enhance FHH’s livelihoods and the allocation of resources for the economic development of rural women. However, even though this is the main indicator for relevance and alignment with government’s policies, in the time frame of the project there were five changes in the position of the Secretary of the Ministry of Women and Child Affairs with varying levels of acceptance and alignment in relation to the project. The issue of sexual bribery is very sensitive and the project at times received less support from the part of the government to be fully implemented. The current Secretary is in favour of the project, but this has been very unstable in the course of the past two years. In this sense, the project can be considered to be only partially aligned with



the government policies in the course of implementation (I1.1). Although the issue of sexual bribery has existed, discussion related to the issue in public was new and sensitive in the country as it calls into question the standard of service delivery by state service providers.

2. **With the change of President in November 2019, the scenario changed, which also included relations with the UN. The project was asked to redefine the scope and revise terminology – which led to the change in the project’s title as well.** At the inception of the project, a different government was in place with a mandate of ‘good governance’. There was a greater focus on peacebuilding. In addition, at the time, the government was working on a plan for FHH and was making an effort to investigate cases of sexual bribery. The government staff had strong links with UNDP and was working in various policies related to the protection of women. However, what was initially proposed as the establishment of sexual harassment committees changed to ‘support groups’. There were also fears of public officers being taken to the bribery commission. In addition, although the project at first addressed vulnerable war widows and military widows, this was later changed to broaden the scope to Female Heads of Household to answer a demand from the government. The term military widow is attached to collectives such as the *Ranaviru Sansandha* which help to give them protection and assistance. Since the collectives formed by military widows sometimes question the services provided by the government, there was a call to change. War widows are spouses of ex-combatants, while the term FHH is broader and less political.
3. **When it comes to the alignment of the project with local policies as reported by local government officials (I1.2), the evaluation was not able to consult the local officers (due to the busy schedule of staff involved in the project, difficulties to reach them and delays in receiving a reply).** However, there is anecdotal evidence from the data collection and informal consultations that the local officers were not very involved in the project. There were also various staff turn-overs. Interviewees have mentioned the participation of local officers in sessions of the puppet theatre but with little engagement. Despite the anecdotal information, there is not enough information to assess the engagement of the local officers. Considering public administration in Sri Lanka is very centralized (local levels of government have little autonomy and civil society organizations need to have permission from the central government to operate), as the central government had an uneven and limited engagement with the project, it is expected that a similar pattern would emerge with the local government officers. Also, there were statements from stakeholders interviewed saying that local officers thought that ‘sexual bribery was not a problem in their area’, despite the research saying how prevalent it was in the country. This is an issue to be further investigated in similar projects in the future.
4. **In terms of the alignment of project with needs of local context as perceived by local civil society organizations implementing the project (I1.3), local organizations considered the project to be very relevant to the needs of Female Heads of Households (3 in a scale 1-3).** The Centre for Equality and Justice (CEJ) had conducted a study (prior to their involvement in this project) in which 1000 FHHs were consulted, which highlighted the social and economic vulnerability of FHHs in the project locations . CEJ was a central actor in addressing sexual bribery in the country and indeed helped to draft a policy on FHH. The issue of sexual bribery is not often mentioned, but it is rather seen as an issue of ‘war affected’ people in the country. Local CSOs involved in the project already had a history of

working in their communities which eased the process of engagement and addressing the needs of beneficiaries. They did communicate challenges associated with establishing rapport with FHHs who had strong connections with “*Ranaviru Sansanda*” military-based societies/networks.

5. **In addition, PBF’s gender initiative looks at innovative projects and the intersection between sexual bribery and peacebuilding was taken as an opportunity to explore new areas of assistance to women.** In fact, the theme of sexual bribery was a new area of development work in the country and this has brought related challenges. As it was reported by CEJ, the approach of public officers towards vulnerable women asking for sexual favours is very common in the country and ‘naturalized’ as part of the corporate culture. Addressing deep-entrenched cultural practices dealing with very uneven power relations made the project’s entrance in the public arena especially difficult. There is evidence of important challenges for women in the country where they will not go alone to public institutions for fear of harassment. The value of women is often identified with them being married. Heading a household as a woman in Sri Lanka is difficult not only because women have to care for the family on their own, but it is more difficult to make a living in a context where men are traditionally accepted as breadwinners or heads of households. There is a category in Sri Lanka of ‘abandoned’ women, not divorced, not widowed, but ‘abandoned’. This speaks for the cultural perception of how women’s worth is defined by having a husband or male family member present. The project has a human rights approach and PBF wanted to explore it further.
  
6. **The rationale of the project was to increase social cohesion as the basis for peacebuilding.** The RUNOs saw that women had losses from both sides with high levels of resentment for having lost loved ones and breadwinners. At the same time, widows are more susceptible to sexual harassment. The vision was to strengthen the women’s collectives to reinforce peer to peer support and empathy across and within one’s own community and beyond, helping to build dialogue across ethnic groups which were in conflict.

Preliminary Conclusion
<p><b>REL1:</b> The project aligned with the draft National Action Plan on Women-headed Households (2017–2019) at the project’s inception. However, the actual priority and support the National government gave to the project was unstable and uneven, attributed to shifting government priorities, compounded by changes to the government leadership. The Secretary of the Ministry of Women and Child Affairs changed five times in the course of project implementation and each one of them had distinct perspectives about the project.</p>
<p><b>REL2:</b> The project’s innovative topic and design was very much aligned with PBF’s focus on innovation towards the protection of women. However, innovation and introduction of a sensitive topic tends to be more difficult in a context where the issue of sexual bribery in the country was not easy to address and suffered resistance from government structures.</p>

Question	<b>EQ2:</b> To what extent did the project align with the needs and priorities of the intended beneficiaries and international standards on gender equality and women’s empowerment?
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7. **According to the in-depth interviews with beneficiaries and responses from the telephone survey, beneficiaries found useful the courses provided by the collectives and also the training on the business skills. They became more aware of how widespread the problem of sexual bribery was in the country.** However, they also reported that they would have benefited more from the project and information on sexual bribery if they had had access to it when they were younger and more prone to sexual harassment, even though they also reported that they were willing to share the information received with younger women; a sentiment reiterated by a respondent during the telephone survey, who said *“We would prefer the knowledge before something happens. We are old now and we wish we had this knowledge when we were younger. We feel it is best to do the programs for the younger generation now as well”*. The age of potential beneficiaries is something to consider for future projects in this area of sexual bribery or sexual exploitation. However, apart from this statement, the women interviewed indicated that they found the collectives, the courses and the grants provided beneficial (I2.1), 3 in a scale 1-3.
  
8. **UNSCR 1325 urges all actors to increase the participation of women and incorporate gender perspectives in all United Nations peace and security efforts, values which are the centre of this project.** As stated in outputs 1 and 2, the project envisioned to start with sensitization of women, building of collectives and work with media to be followed by professional training and giving of grants to allow women to improve their livelihoods in order to reduce their dependence on service providers for assistance, as well as improve access to complaint mechanisms and legal assistance with regards to sexual bribery. It looked at building social cohesion to promote peacebuilding. Clause 17 of the resolution which focus on taking special measures to protect women and girls from gender-based violence, particularly rape and other forms of sexual abuse, in situations of armed conflict is also aligned with the project.<sup>26</sup>
  
9. **In terms of the Sustainable Development Goal 5, which speaks for gender equality, the project is specially aligned with Goal 5.2** which is ‘Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation and 5.C which is ‘Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels’.
  
10. **The current project is also fully aligned with The Convention on The Elimination of All Forms of Discrimination against Women (CEDAW),** present in outcome 2, which stands for the increased commitment of public institutions to prevent and respond to sexual bribery and to protect Female Heads of Households (including military and war widows) from sexual exploitation. Outcome 2 states that key government officials were meant to receive training to strengthen their knowledge and attitudes to enhance their awareness and instil

<sup>26</sup>Resolution 1325 (2000). Adopted by the Security Council at its 4213th meeting, on 31 October 2000 at <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N00/720/18/PDF/N0072018.pdf?OpenElement>

responsibility to prevent sexual bribery and sexual exploitation. Overall, the project is fully aligned with UNSCR 1325, CEDAW and SDG 5 (3 in a scale 1-3).

<b>Preliminary Conclusion</b>
<b>REL3:</b> The Project was found to be fully aligned with the beneficiaries needs as reported by them. The project’s design was based on previous research which helped to identify pressing issues for the target group. FHH found the various trainings useful. They only reported that the information on sexual harassment would have been more useful if they were exposed to it when they were younger. However, they also reported their willingness to share what they have learned with younger women.
<b>REL4:</b> The project was found to be fully aligned with the United Nations Security Council Resolution 1325, CEDAW and SDG 5 and with PBF’s commitment to innovation. This was not a ‘classical peacebuilding project’ - it focused on a human rights issue as opposed to looking only at the conflict itself. However, innovation is not always easy and is often faced with resistance.

5.2. Evaluation Criteria: Effectiveness

*The business trainings were well assessed by participants and among the respondents who had participated in the livelihoods related training programmes. The project was also successful in establishing/strengthening FHH collectives, exceeding the original target of 12 groups to 63. The majority of FHH surveyed (90%) indicated that their knowledge on the subject of sexual bribery and sexual exploitation had increased significantly since participating in the training and awareness programmes which were mainly promoted through the collectives. However, there is no evidence of increasing reporting of the problem. FHH received training on legal avenues and rights related to sexual bribery and sexual exploitation. On the other hand, as the government structures did not have a strong involvement in the project, there may be a disjoint between awareness of FHH and the readiness of the government to deal with sexual bribery.*

*Most project beneficiaries surveyed reported (78%) they felt better prepared to take care of themselves and their families as a result of participating in the activities (training and awareness programmes) initiated through this project. Women taking part in the programme reported to be better informed about their rights, although they were not always be confident to report incidents and see them resulting in action.*

*The project heavily engaged civil society organizations and this may be an unexpected result in terms of awareness raising and capacity within the local organizations involved in the project which may be taking this agenda forward in the future.*

Question	<p><b>EQ3:</b> To what extent did the project reach the planned results?</p> <p>Sub-questions:</p> <p>a) What were the reasons for the achievement or nonachievement of planned results?</p> <p>b) Were there any unexpected results or unintended consequences of the results both positive and negative?</p>
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**11. Among the survey respondents<sup>27</sup> who had participated in the livelihoods related training programmes, 79% indicated that they had developed/improved an existing business venture since participation and 16% indicated that they had started a new business.** As part of the livelihood component of this project, in-kind assistance grants were intended to assist beneficiaries establish or upscale existing business ventures (I3.1), beneficiaries were meant to be capacitated to be financially/economically independent, and thereby less vulnerable to incidents of sexual bribery and exploitation. Selected beneficiaries were chosen to participate in a series of livelihood related capacity building training activities focusing on product development and business development. A subset of those who participated in the trainings were further selected through interviews and identified criteria to receive in-kind grants to support existing economic activities or to initiate a new business venture. The grants were awarded in a competitive manner, depending on whether the participant was

<sup>27</sup> Responses to EQ3 and corresponding indicators are sourced predominantly from the end of project survey supported by responses from beneficiaries contacted for in-depth interviews and other semi-structured interviews conducted with project stakeholders as part of the end of project evaluation. As the survey sample was limited due to reasons clarified in the methodology, indicators will not be disaggregated by type of widow. However, of note is that 81% of the survey respondents identified as widows. More detailed demographic characteristics of the surveyed population are available as Appendix E.

able to present a coherent business plan and had the potential to improve/grow the business venture. This ensured that selected beneficiaries were focused and were more likely to succeed, thus ensuring a higher return on investment. With regard to livelihood related trainings for FHHs (I3.9), 84% of the surveyed beneficiaries indicated that they had received training related to improving their livelihood activities, with this response rate holding across the three project implementation districts. 79% of the surveyed respondents who had participated in the livelihood related training modules indicated they found the trainings very useful. When disaggregating by district, the highest levels of satisfaction were recorded in the Anuradhapura district (96% finding the trainings very useful) followed by respondents in the Kurunegala district (89%). Respondents in the Killinochi district however recorded higher response rate of useful (27%), and somewhat useful (27%); overall lower levels of satisfaction with the livelihood related trainings provided.

**In terms of the number of women receiving the grants (I3.10), at the time of conducting the survey, 45 of the surveyed respondents (60%) indicated that they had received a grant, with only 50% of the respondents surveyed in Anuradhapura district indicating that they had received the in-kind assistance.** Based on the project design, the livelihoods component was implemented towards the end of the project period which coincided with the second wave of the pandemic spread across the country. This has affected the official granting/awarding of the in-kind assistance for some of the respondents (although informed that they were selected). In at least two instances, survey respondents from the Anuradhapura district indicated that they had been told they were selected and were to receive the grant at the end of the week.<sup>28</sup> Furthermore, in two instances in a DS division in the Kurunegala district, two survey respondents indicated that while they had received a sewing machine as in-kind assistance, the training which was scheduled to be conducted on how to use the machine had been cancelled as a result of the pandemic, and hoped this would be rescheduled in order to fully utilize the grant received. Since the completion of the end of project survey for the evaluation, in December, UNDP noted that 277 grants have been disbursed as part of the project in all three areas with 85 grants disbursed before 31<sup>st</sup> October 2020 and 192 grants disbursed between November 2020 and 4<sup>th</sup> January 2021. The delays are linked to the restrictions placed due to Covid-19 and due to lockdowns in Kurunegala and other project divisions, as the selection process of all beneficiaries that received grants (following business pitching) was complete by end September 2020.

**12. As a consequence of the delays in establishing the livelihood component of the project due to the COVID19 pandemic and the subsequent mobility restrictions due to the second wave of the pandemic, the diversity market fairs were not conducted.** The diversity market fairs (I3.11) were meant to provide the FHHs who had either established or improved upon their livelihood activity an opportunity to engage with FHHs from other districts and ethnicities, to use trade as a common denominator to facilitate engagement and potentially trade. Therefore, the project beneficiaries stand to lose an opportunity to foster engagement across ethnicities and promote social cohesion through this project.

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<sup>28</sup> For the purpose of transparency (and since the grants were still to be awarded), these respondents were recorded as not having received the in-kind assistance as they had not at the time of conducting the survey.

- 13. In relation to the leadership and peacebuilding training, 87.9% of the respondents of the survey reported being very satisfied with it.** This can be illustrated by the following quote of one of the in-depth interviews with beneficiaries: *“I worked as a Policewoman before my husband passed away. I know the issues of violence that women face. So, I think it is good that women come together and share their experiences and support each other like this. After the leadership training, we also met other committees in the villages and passed on the knowledge to them as well.”*
- 14. By the first quarter of 2020, the project had established a total of 63 collectives/groups; 51 more than originally planned (I3.2).** According to the Monitoring and Evaluation activity tracker, the project had an original target of establishing and strengthening 12 FHHs collectives/groups. This increase in collectives is attributed to the broadening of the project beneficiaries to include FHHs beyond military widows and war widows as originally conceptualised. Although a larger number of groups have been created, it is difficult to determine how many of them are likely to last beyond the project period. Although the local implementation agencies are committed to maintain contact with groups, the sheer number could prove to be a challenge in ensuring long-term sustainability. Survey respondents associated value to the groups as a safe space, with some of the respondents indicating that through the formation of the groups, they were able to meet others with similar experiences for the first time and this *“was good because we were able to share our common problems which we don’t usually discuss.”* In another example, a respondent reiterated how she found the meetings organised through this project useful. *“It was good to talk to the others about their experiences. Even some of my closest friends shared their negative experiences with sexual bribery - things that I didn't know before. So, it was good to build our bonds like that.”*
- 15. The survey respondents were also asked how often the group/collective formed would meet in order to determine if the groups formed would sustain beyond the project duration. The predominant answers of the respondents indicated that they would meet whenever there was a training (45%) or once a month (36%).** When probed, respondents also indicated that their ability to meet as a group had been affected by the ongoing COVID-19 pandemic. One respondent surveyed indicated that she would keep in touch with members of her group via telephone conversations, however, this method was not mentioned by other respondents. Therefore, it is difficult to determine the cohesion of the group dynamic or the sustainability of the groups formed during this time period particularly as the groups were formed shortly before COVID-19, and it is difficult to determine if lasting bonds had been created among group members.
- 16. When it comes to the number of FHHs who have increased knowledge on their rights through the formation of collectives and participation in trainings (I3.3),** all respondents surveyed in Anuradhapura indicated that their level of awareness had increased significantly since participating in the training. Qualitative extracts from the survey show different experiences of women who participated in the trainings and the knowledge gained regarding sexual bribery and exploitation. In one instance, a respondent appreciated the opportunity to bring the issue to a public forum; in another instance, a respondent stated that she only learnt about sexual bribery and how wide-spread it was due to the project: *“I already knew about problems that women face because I am part of the Civil Protection Force. I appreciate*

*that through these programs, these problems were spoken about in public". "I have personally not had any bad experiences with sexual bribery, but it was shocking for me to realize that many women have gone through these problems."* These responses are interesting, as 80% of the respondents indicated that they were aware of sexual bribery and exploitation prior to joining the collectives. However, based on the qualitative responses it appears that while respondents were aware of the issue, they were not aware of how widespread, or commonly it occurred. Therefore, being members of the collectives provided the women a platform to share their experiences and develop coping mechanisms together.

- 17. Among survey respondents who had indicated participating in a training, 76% of FHHs surveyed indicated that they had participated in a training on legal avenues and rights related to sexual bribery and sexual exploitation (I3.4).** Although this indicates that the FHHs are aware of the legal remedies and mechanisms available to report incidents of sexual bribery and sexual exploitation, only 19% of the respondents surveyed indicated that either themselves or someone they knew had reported any incident of sexual bribery or sexual exploitation since participating in the training. Comparatively 21% of the surveyed respondents indicated that they or someone they knew had reported any incident of sexual bribery or sexual exploitation prior to participating in the training (and gaining knowledge of the mechanisms and legal ramifications). In the qualitative component of the survey, one respondent from Killinochchi indicated that even though she had participated in the training, she was not inclined to report an incident as she was not sure of the repercussions, she goes on to state, *"I know all the mechanisms to report but I fear criticism. I do not want to be cornered by these men thereafter"*. It is possible to see the potential for a disjoint since the state service providers have not yet been capacitated on the subject matter and may not be aware of the available reporting mechanisms themselves, which could act as a deterrent for FHHs (now trained) from pursuing legal remedies.
- 18. On Indicator 3.5, the online-offline complaint mechanism was intended to be a tool to allow women the ability to report an incident of sexual bribery or sexual exploitation anonymously using their phones, thus minimising the potential repercussion of being identified when making a complaint in person.** CEJ was tasked with working together with relevant stakeholders including the government to develop the complaint mechanism. Although a company with the relevant technical skills was identified, and work was initiated on the structure of the platform, financial constraints and challenges associated with the project timeline resulted in the suspension of further development and non-completion of this deliverable. While it is not possible to measure the effectiveness of the platform as it was not completed, its absence creates a void with regard to the availability of an alternative reporting mechanism in a context where an increasing number of FHHs are more aware of their rights.
- 19. The project has 4 key (indirect) local implementing partner organisations, namely: Rajarata Praja Kendraya in Anuradhapura, Women's Resource Centre in Kurunegala, Viluthu and Jaffna Social Action Network in Killinochchi.** Indicator 3.6 captures the number of CSOs providing services, information and referrals to FHHs. The relationship between the local implementation organisations and the FHHs is particularly strong among beneficiaries who have been working or have a pre-existing relationship with the organisations in their respective districts. Representatives from these organisations indicated that new



relationships took time to form, particularly as the topic of sexual bribery was a sensitive one, with beneficiaries denying occurrences/incidents during the initial meetings. Once trust was established however, the relationship is stated to have developed to that of friendship, with FHHs returning frequently seeking advice/guidance.

**20. In addition, CEJ in collaboration with UN Women and UNDP had prepared a brochure on sexual bribery, complemented with a leaflet which identifies and lists both state and non-state service providers** with contact number for each of the three project locations categorised by social services, health services, and justice and policing. The leaflets were well designed and contained detailed information. Although stated to be shared with beneficiaries, leaflets were not referred to by the sample of beneficiaries surveyed.

**21. Further in the legal component and in relation to providing legal assistance (I3.7), relationships with legal aid clinics were not established and therefore it is not possible to evaluate the effectiveness of this indicator.** In addition, as a formal complaints mechanism has not yet been established by the national government through the MWCD (I3.8), this indicator was not assessed. Furthermore, due to mobility restrictions caused by the pandemic, the evaluation team was unable to travel to and meet the district and divisional level women’s development officers to obtain information or numbers of complaints filed by FHHs of incidents of sexual bribery or sexual exploitation.

**22. External contextual challenges and repeated changes in the stewardship of the MWCD have negatively impacted the implementation of planned activities related to outcome 2 (indicators 3.12 to 3.18) such as the establishment of national level policies, procedures, guidelines, complaints mechanisms, legal responses, accountability measures as well as trainings to state sector service providers with regard to sexual bribery and sexual exploitation.** At the time of conducting this evaluation (when the project is being officially closed), although there is now stability at the national level, there is a challenge of implementation within a context of limited availability of resources. At present, there is a clear imbalance in knowledge between the FHHs and the service providers. The lack of systems and procedures in place from an official perspective could create an environment of apathy from the side of the recently capacitated FHHs who would not find a reflection of their awareness in the government, thus diminishing the effectiveness of the project’s components successfully implemented.

<b>Preliminary Conclusions</b>
<p><b>EFFE1:</b> The business trainings were well assessed by participants and among the respondents who had participated in the livelihoods related training programmes, 79% indicated that they had developed/improved an existing business venture since participation and 16% indicated that they had started a new business.</p>
<p><b>EFFE2:</b> The project was successful in establishing/strengthening FHH collectives, exceeding the original target of 12 groups to 63. FHH reported that being part of the collectives helped to create bonds among themselves. However, COVID-19 suspended in-person meetings and there are questions about the continuation of these groups in the future. The majority of FHH surveyed (90%) indicated that their knowledge on the subject of sexual bribery and sexual exploitation had increased significantly since participating in the training and awareness programmes which were mainly promoted through the collectives.</p>

<p><b>EFPE3:</b> FHHs are now more aware of the legal remedies and mechanisms available to report incidents of sexual bribery and sexual exploitation, however, there is no evidence of increasing reporting of the problem (only 19% of the respondents surveyed indicated that either themselves or someone they knew had reported any incident of sexual bribery or sexual exploitation since participating in the training).</p>
<p><b>EFPE4:</b> FHH received training on legal avenues and rights related to sexual bribery and sexual exploitation. However, as the national government did not have a strong involvement in the project, there may be a disjoint between awareness of FHH and the readiness of the government to deal with sexual bribery (e.g. Outcome 2 which was meant to deal with the government advanced much less than Outcome 1 dealing with FHH and local organizations).</p>
<p><b>EFPE5:</b> The project heavily engaged civil society organizations which have fostered linkages with the communities they serve. The project helped bring awareness and capacity within the local organizations involved in the project which may be taking this agenda forward in the future.</p>
<p><b>EFPE6:</b> Only a fraction of the grants planned had been delivered by the time of the evaluation of the project, considering the contextual challenges the project faced and also the COVID-19 mobility restrictions. In fact, many of the activities planned were not carried out due to COVID-19 restrictions (e.g. Diversity Market fairs, paralegal trainings, legal clinics, trainings for public officers at a local level).</p>

Question	EQ4: To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness?
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**23. It is important to mention that despite the relevance of the issue and the activities being well assessed for the target populations, there were some problems with the project’s design.** It was already well noted that the project faced many contextual challenges. In this case, the capacity of the project to adapt and maintain its relevance and effectiveness is analysed. It had a lot of activities to fit within a short period of time and there was also the rationale of initiating with the collectives and then moving on to the business training and the grants. However, because of overall delays the project experienced due to the contextual challenges, the part of the business training and awarding of grants got even more delayed and had a lower rate of implementation. This shows that the project, overall, struggled to adapt (I4.2) to maintain its effectiveness (2 in a scale 1-3). However, there were considerable efforts from stakeholders to keep on implementation despite of all the challenges. The project pushed stakeholders to try to find alternative ways to mobilize FHH.

**24. The number of activities was not very realistic as assessed by the evaluation team based on the actual results achieved, the complains from stakeholders about the short timeframe of the project and the contextual challenges involved.** There was a no-cost extension approved by PBF, but soon after it, the COVID-19 pandemic started, there were also parliamentary elections and the delay continued. Due to the context, government stakeholders could not come to meetings and state beneficiaries for political reasons were sometimes reluctant to be seen aligned with the CSO sector. The CSOs needed to get permissions internally (check with the local authorities). And as the project involved many partners, it made adaptation even more difficult. However, even with all the delays in implementing the project, the activities, despite of COVID-19 were still considered by beneficiaries as being relevant (I4.1), 3 in a scale 1-3.

<b>Preliminary Conclusion</b>	
<p><b>EF7:</b> The project was able to maintain its relevance despite of the circumstances. However, the Project was less able to adapt to the contextual challenges and keep effectiveness. In addition, actors did not come together as a team to adapt to the adverse circumstances and elaborate a contingency plan.</p>	

<b>Question</b>	<p><b>EQ5:</b> To what extent did the output level interventions translate into progress towards outcomes?</p>
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**25. As a result of external factors and contextual challenges already mentioned in this report, implementation of activities related to outcome 2 was the most affected and therefore saw the least progress during the project’s lifespan.** This project had two outcomes. The first was to empower female heads of households to have sustainable livelihoods and access social support services with dignity (I5.1) with three corresponding outputs directed to achieve said outcome. The second outcome of the project was to increase the commitment of public institutions to prevent and respond to sexual bribery and to protect FHH from sexual exploitation, and had two corresponding outputs intending to achieve this outcome. Furthermore, at the time of conducting the evaluation, national level training materials were still in the process of being finalised and had not been deployed, limiting the ability to assess the (potential change in) perception of government officials with regard to sexual bribery and exploitation. Therefore, the effectiveness of Indicator 5.2 related to perception of government officials’ capacity to respond to issues related to sexual bribery and sexual exploitation was not assessed.

**26. As part of the project, self-help groups/collectives were either formed or existing groups/collectives were strengthened. This initiative was led by the four local level implementation agencies across the three districts.** In conjunction with the formation of these groups/collectives, the FHHs were provided with trainings and awareness in the following areas: Leadership and peacebuilding; Identifying and dealing with children and adolescents at risk of substance abuse; Awareness on sexual bribery; Legal awareness programme; Trainings related to livelihood development (Product Development, Financial Literacy & Business Planning, Marketing and Technology). Each respective programme was facilitated and led by persons with the necessary skill and language capacity. The first four training and awareness modules were the responsibility of UN Women’s implementation partner CEJ, and was implemented in the project locations with the assistance of the local implementation partners. Leadership and peacebuilding sessions were initiated by UN Women, but the trainings were not completed due to the onset of the second wave of COVID-19. The trainings related to livelihood development were led and implemented by ISB and Chrysalis who were implementation partners of UNDP. ISB and Chrysalis worked together with the local implementation partners as well as the local level government representatives to identify FHH who would benefit from the training and (if selected) in-kind assistance support to start or develop a livelihoods initiative.

27. **The respondents surveyed who had participated in the training and awareness programmes indicated high levels of satisfaction for all programmes (see Table 6) with no one stating that they were dissatisfied with any of the trainings.** The majority (93%) of the respondents surveyed also indicated that they had shared the knowledge gained through the trainings and awareness programmes with people outside the collectives formed through the project. In the words of a survey respondent, *“I think this knowledge I got from the program was very good and I want to share it with the community once the covid situation settles down”*. This is an indication of buy-in from the participants and value associated with the trainings by the respondents. One respondent surveyed who had participated in the leadership training which involved travel to Colombo stated: that being far away from her residence offered her the confidence and confidentiality to openly speak about the challenges associated with experiences of sexual bribery and sexual exploitation.

Table 6. Level of satisfaction with trainings

Level of satisfaction on the trainings/awareness programmes participated in	Very satisfied percentage	Satisfied percentage
Leadership and peacebuilding	88.7%	11.3%
Children and adolescents at risk of substance abuse	85.5%	14.5%
Awareness on sexual bribery	91.5%	8.5%
Legal awareness programme	90.7%	9.3%
Livelihood development related trainings	91.4%	8.6%

28. **Despite it not being a part of the original project plan, the trainings focused on helping households with young and adolescent children at risk for substance abuse (drugs in particular) were appreciated by respondents in certain DS divisions.** Survey respondents in Rideegama in the Kurunegala district specifically indicated that drug abuse was prevalent in the vicinity and children over the age of 12 were vulnerable as a result. Requests were made to provide additional training and awareness programmes on combatting drug abuse as well as information on rehabilitation programmes.

29. **The livelihood related training included components of financial management, incorporating awareness on how to save and invest, how to separate business finances from personal finances, and how to grow existing businesses; all of which were deeply appreciated by many (91%) of the respondents surveyed.** One respondent indicated that this training provided her with the insights into financial management, a concept which she was not familiar with before. Another respondent indicated that although she had engaged in an income generating activity prior to the training, since participating, her knowledge had increased substantially, giving her the opportunity to grow/develop her business. While another respondent indicated that the training helped her transform her business from a hobby activity to a business venture as a result of the training on how to make business plans and source raw material. Respondents also indicated appreciation for the knowledge gained, stating that even if they do not receive the in-kind assistance through the programme, they

have the knowledge and confidence to develop a livelihood activity in the future (beyond the scope of the project).

- 30. The effectiveness of the livelihood component can be attributed to the level of preparation that was involved prior to the implementation in the form of a needs assessment, consultations with potential beneficiaries to understand their existing needs and capacities through focus group discussions and in-depth interviews, as well as stakeholder consultations to identify local level needs and existing gaps in service provision that could be met through the livelihood training intervention.** Although these steps ensured that the trainings provided responded to the needs of the beneficiaries, it also documented to have resulted in survey fatigue among beneficiaries as a result of multiple agencies conducting independent assessments of needs. Caution should be exercised in future project implementation to ensure that interventions aimed at assisting do not cause undue stress for potential beneficiaries.
- 31. Interviews with the implementation partner organisation indicated that the livelihood trainings had a holistic element to them, going beyond merely providing economic considerations.** Thus, when planning and conducting trainings, they considered the need for psychological and psychosocial support to the identified beneficiaries, as well as the mobility of the potential beneficiaries to be able to participate in the training through ensuring the training locations were in close proximity to public transport routes.
- 32. Through the survey, project beneficiaries were asked if they felt better prepared to take care of themselves and their families as a result of participating in the activities (training and awareness programmes) initiated through this project. 78% of the respondents indicated complete confidence (yes definitely) while 20% of the respondents indicated guarded positivity (yes to a certain extent).** Respondents in Anuradhapura showed highest positive responses to the impact of the project at 96% compared to the other two districts. Respondents in Killinochchi indicated lowest positivity with regard to the effectiveness of the programmes initiated through this project compared to the other two districts; this can be attributed to the respondents in this district being more directly impacted by the armed conflict compared to Anuradhapura and Kurunegala. The lower positive responses can be attributed to the fact that even though the livelihood trainings were completed and beneficiaries were selected as recipients of the livelihood grant, this has not been disbursed at the time of writing the evaluation report, with the delay in awarding the grant attributed to COVID-19 related mobility restrictions. In addition, respondents in Anuradhapura and Kurunegala are likely to have received the least in terms of training or capacity building since the end of the conflict from development partners or international aid as they experienced less severe consequences of the armed conflict (with regard to military widows, it is generally accepted that they are in a much better condition, with access to support or pensions compared to their northern counterparts). Much of the development aid post-conflict was directed towards the Northern Province which saw the brunt of the armed conflict with destruction of physical infrastructure and saw heavy civilian casualties. However, much of the assistance directed towards residents in the northern regions have not necessarily been sustainable interventions, leaving the beneficiaries only temporarily relieved. Therefore, it is possible to say that beneficiaries in Killinochchi are more jaded, and even though the livelihood trainings were more comprehensive (than other livelihood interventions

implemented in the past), it is not likely that they would see any long-term benefit (if any) within so short a time between intervention and evaluation. It does not help that the beneficiaries in Kilinochchi have not been officially awarded the grant at the time of conducting the survey or that they did not benefit from activities such as the puppet theatre. Comparatively, beneficiaries in the Anuradhapura and Kurunegala districts - having not received or only received limited assistance since the end of the armed conflict - were likely to be more receptive to the trainings and assistance provided. Furthermore, beneficiaries in Anuradhapura and Kurunegala have the advantage of better infrastructure facilities upon which to build their livelihood activities.

Preliminary Conclusion	
<p><b>EFFE8:</b> The respondents surveyed who had participated in the training and awareness programmes indicated high levels of satisfaction for all programmes. In addition, most project beneficiaries reported (78%) they felt better prepared to take care of themselves and their families as a result of participating in the activities (training and awareness programmes) initiated through this project. Respondents in Anuradhapura showed highest positive responses to the impact of the project at 96%. Respondents in Killinochchi indicated lowest positivity with regard to the effectiveness of the programmes initiated through this project.</p>	

Question	<p><b>EQ6:</b> What measurable changes in gender equality and women’s empowerment have occurred as a result of the project? Sub-question: To what extent did the project address and respond to existing power dynamics and gender relations?</p>

33. **The project was implemented in a context where patriarchal values are strong, and social and cultural practices tend to be unfavourable towards widows and FHHs.** The loss of a male guardian leaves women vulnerable when obtaining services particularly if the service provider is aware of the lack of a support system in place. The inability to conduct focus group discussions meant that the evaluation team was unable to obtain collective stories of economic and/or political empowerment. The experiences documented are individual experiences communicated by beneficiaries contacted via telephone.
  
34. **The in-depth interviews and end of project survey with project beneficiaries, in addition to the interviews with local/ground level implementation agencies reiterated the issue highlighted through CEJ’s research with regard to the existence of sexual bribery and sexual exploitation as a rarely voiced issue that is widely experienced by FHHs.** The formation of the support groups in conjunction with the awareness programmes implemented through this project, provided the participants with the opportunity to realise that their experiences were not isolated incidents, but rather a common experience. As one survey respondent indicated, “It was good to talk to the others about their experiences. Even some of my closest friends shared their negative experiences with sexual bribery - things that I didn’t know before. So, it was good to build our bonds like that.” This sense of solidarity through shared experiences, while not directly measurable, has contributed towards building a support network among the women who would be vulnerable individually.

35. **Interviews with local implementation partners indicated that since the awareness programmes were conducted, women would come together to support each other to minimise incidents of sexual bribery or sexual exploitation.** Such actions are seen as a coping mechanism/strategy to empowering the women towards voicing their objection towards untoward practices by service providers. In one example shared by a local implementation partner, an incident was cited where a member of the collective experienced an incident of sexual bribery, instead of making a complaint individually, the complaint was made as a collective, thus minimising the potential for negative repercussion and identification of the complainant.
36. **A respondent surveyed who had participated in the legal awareness programme with regard to sexual bribery and sexual harassment indicated that understanding the legal aspects of sexual bribery provided her with a better understanding of her rights and entitlements, and as a consequence would not shy away from confronting the perpetrator if an incident were to occur in the future, to either herself or anyone else.** Conversely a respondent from Killinochchi indicated that although she is now aware of the mechanisms available to report incidents of sexual bribery or sexual exploitation, she did not feel confident in interacting with state service providers as she was not convinced action would be taken against her alleged perpetrator despite a formal complaint.

**The attitude changes of local public officers towards FHH (I6.1) was not evaluated since all the trainings intended for the state service providers had not been implemented at the time of the evaluation<sup>29</sup>, and therefore it was not possible to ascertain any change in local public service providers' in their interaction with FHHs.** As an alternative, survey respondents were asked if they experienced an improvement in their self-confidence to interact with service providers since their involvement in this project, to which 73% of the respondents indicated in the affirmative; with 23% of the respondents indicating an improvement to a certain extent. The most restrained responses were recorded from respondents in the Killinochchi district where 54% of the respondents indicated a conditional improvement, i.e. their confidence had increased to a certain extent.

#### Preliminary Conclusion

**EFFE9:** Interviews with local implementation partners indicated that since the awareness programmes were conducted, women would come together to support each other to minimise incidents of sexual bribery or sexual exploitation. In one example in which a member of the collective experienced an incident of sexual bribery, instead of making a complaint individually, the complaint was made as a collective, thus minimising the potential for negative repercussion and identification of the complainant. Women taking part in the programme reported to be better informed about their rights, although they were not always confident to report incidents or see them resulting in action. There are cases in which the business training helped to give women more confidence about developing their own businesses and moving on to more profitable ventures.

<sup>29</sup> Gender trainings were completed by ISB/Chrysallis for the government officials; paralegal training and anti-sexual harassment committees at the local level had yet to be established.

### 5.3. Evaluation Criteria: Efficiency

*The project had many operational problems which have created tension among stakeholders, especially in terms of high reporting demands from the part of the UN and insufficient adherence to financial reporting standards from recipient organizations. A lack of trust and challenges in communication were identified among stakeholders. RUNO’s staff had many other demands beyond the project and there were concerns from local CSOs about receiving more demands than they had previously budgeted for. There was a mismatch between the time frame of the project (18 months) and its ambitious design (timeframe in relation to the large amount of activities and number of actors involved). The project design and partner structure were complex and there were not adequate mechanisms in place to promote the coordination among the various actors. However, despite of all the operational problems, the project was worth the resources spent. It may have a catalytic effect despite the tension and difficulties involved.*

<b>Question</b>	<p><b>EQ 7:</b> Have financial and human resources been allocated sufficiently and strategically to achieve project outcomes?</p> <p>a) Have the outputs been delivered in a timely manner?</p> <p>b) How can results be assessed in relation to resources allocated (value for money)?</p>
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**37. When it comes to whether the budget was sufficient and adjusted as needed, there are diverse perspectives (I7.1).** The budget was sufficient in the sense that it was actually underspent due to the contextual challenges already addressed. However, there were also concerns from local stakeholders about the budget allocated not being enough to meet additional work not initially planned (e.g. support with the business training), even though they were compensated with additional resources later on. Budget reporting and disbursement was in fact one of the major implementation challenges of the project. There were several problems in terms of reporting from the major CSO involved and the other local CSOs hired under the major fund recipient. There are multiple views in terms of what the problem was – on one hand, there were complaints from RUNOs as the CSOs did not report according to the UN rules and, on the other hand, CSOs complained about the UN not being flexible enough, too demanding in reporting and inefficient for transferring the funds. The lead RUNO tried to respond to the concerns of the major implementing partner by excluding the demand of an optional M&E report, however, both parties were unable to reach a common ground and harmonize the working relationship. The reporting issue generated tension among key stakeholders in the project. Even though the lead RUNO’s regional office for Asia and the Pacific representatives visited the country to help instruct recipient organizations, the incumbent organizations felt strongly that the reporting demands went beyond what was explained to them and what they expected them to be. Despite the delays in the disbursement of funds, the organizations involved carried on the project activities with their own resources which were available at the time of the implementation but refused to commit to the evaluation beyond the project end date.

**38. The number of actors involved in the project made project implementation very complex, with various coordination challenges.** The UN does have complex time-consuming report requirements and CSOs often lack capacity to follow the reporting. However, beyond the expected challenges by the very nature of both types of organizations, there were



communication and negotiating challenges to make the message come across, and a lack of trust among some of the partners which led to increasing levels of conflict which made key partners at the end not willing to work jointly any longer. This was voiced in the interviews (a fatigue which was generated by the tensions involved in the working relationships and the modus operandi of the project). In this case, budget can be considered partially sufficient and adjusted (2 in a scale 1-3). In addition, there is a perception from stakeholders at various levels that the allocation of budget is not flexible enough to adapt to contextual changes and the needs on the ground. From the part of the local CSOs there is a perception that the UN may often not be aware of the challenges at a grass roots level, even though there were efforts from the part of the UN to adjust according to what was allowed within the operational system. There were also operational problems from the part of the Government. Tranche 1 of the resources transferred from UNDP on 29-10-2019 to the Treasury (the state entity which is the recipient of UN funds to be transferred to the relevant Ministry) was transferred to the Ministry of Women and Child Development only in June 2020 with a directive to be spent by 31<sup>st</sup> August 2020. This delay indicates the low capacity of the Ministry to follow through on resources allocated as part of foreign grants, which was not the case before and had not been experienced by UNDP under previous projects. The change in Secretaries, Chief Accountant, second tier officials has left a lacuna in capacity and knowledge gaps on the part of the Ministry to follow-up on allocated development resources. The Ministry was successful in utilizing some funds, before 31<sup>st</sup> August 2020, however the Ministry was not provided budgetary allocation to spend the remaining funds after 31<sup>st</sup> August 2020. Though this matter was questioned by UNDP, the Ministry was confronted with key challenges that another UN agency that transferred funds through the treasury had also encountered during this period, namely the lack of knowledge of the bureaucratic process to be followed by key state officials in the Ministry, lack of bargaining power by the Ministry to obtain resources that have been allocated as well as the lack of physical presence of staff in the Ministry due to Covid-19 aggravated the situation. These key challenges speak to the lack of institutional power on the part of MWCD to negotiate on key priorities on gender including poor knowledge of the bureaucratic process of grant utilization given the changes in the top tier and second tier officials of the Ministry as a result of the changing political landscape.

**39. In terms of staffing, it was partially adequate.** RUNO's staff members involved in the project were also engaged in other initiatives and there was a shortage of staff of local CSOs to mobilize women for the business trainings. In addition, the stakeholders involved were not able to reach an agreement on a productive modus operandi. There were also various communication problems from all sides. In this case, staff can be considered partially adequate and adjusted as needed (2 in a scale 1-3). Still under staff/personnel involved at various levels, even with all the reported problems, both partners hired for the puppet theatre and the business trainings were well experienced and versed in their methodologies. Their proposal was sound and of high quality. Both teams are internationally engaged and worked with high quality standards. In this case, the project was successful in reaching out to the expertise available in the country to serve local purposes and help foster capacity within the country itself. A further issue that was reported is that the project could have communicated more about what they did (in terms of the project's existence and achievements). There were efforts towards that, but capacity issues undermined the communication aspect of the project.

**40. In the analysis whether sufficient time was allocated for implementation and adjusted as needed based on perception of key stakeholders (17.3), there was a consensus with the implementing partners about 1.5 years being too short for the implementation.** In fact, the project design was not only ambitious considering a stable scenario, but it became even more difficult with all the contextual challenges already mentioned. There is a requirement from PBF projects to be innovative which in this case led to an ambitious design considering that the bids are very competitive. A no-cost extension was approved to the project, however, with COVID-19, the implementation team could not do much of what it had planned to do. However, negotiations did take place and the project had a six-month extension, but unfortunate global circumstances impacted delivery rates. In this case, time was partially adequate, and implementation adjusted (2 in a scale 1-3). There were also concerns about the project having a linear logic in terms of each outcome's implementation. There are views that the project could have begun implementation of its planned outcomes simultaneously. Even though funding arrived in October 2018, the project started in January 2019. The project officer started in March 2019 and the leadership from the part of RUNOs were engaged in many other pressing demands.

**41. As far as coordination mechanisms for planning and implementation in place (17.4) they were not adequate (1 in a scale 1-3).** The project design was complex, involved a myriad of actors, implementation time frame was short, the contextual challenges were considerable and the parties involved just did not meet enough to coordinate the various work fronts and dialogue in terms of responsibilities (fine tune beyond what was on the Term of Reference – ToR). In addition, considering the PBF portfolio in the country which was diverse and involving many different projects, one focal point was designated to communicate to PBF about the implementation of the various projects. However, this led to a distance from the donor to the project on the ground which added to the fact that PBF's coordinator remained in this role until the end but assumed new roles in the system and dedicated less time to the project. One example of this was the evaluation process which was designed and started without the engagement of the donor. The project team in the country felt it could have benefited more from a direct line of communication with the donor. There were coordination issues at various levels (RUNOs + major CSO, implementing partners of the business trainings + local CSOs, RUNOs + local CSOs, RUNOs+PBF, major CSO + local CSOs). A major coordination challenge identified among all these stakeholders was in terms of communication – many activities, many actors and not everyone knowing what was taking place or support expected. Local CSOs would differ between raising their concerns to UN Women directly or through CEJ<sup>30</sup> who already had operational issues with RUNO's. This created a systemic chain of tensions with no frequent complains/referrals mechanisms to work things out. The high number of partners involved would have demanded much more coordination time, but as everyone's agenda was just so busy with so much to deliver, stakeholders did not find the needed time to coordinate among themselves.

**42. When one considers if the results observed are worth the monies spent (7.5), the project was catalytic and worth the monies spent, despite the low level of budget execution and**

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<sup>30</sup> The evaluators recognize that local CSOs were not directly contracted by RUNOs but with CEJ.

**the many challenges involved around it.**<sup>31</sup> In terms of Economy (reducing the cost of resources used for an activity, with a regard for maintaining quality), the evaluation found that many activities were suspended due to contextual challenges of the country, but no substantive economy in the project was identified. When it comes to Efficiency (increasing output for a given input, or minimizing input for a given output, with a regard for maintaining quality), organizations involved committed beyond the project’s budget in order to keep delivery in face of the operational challenges the project had. In relation to Effectiveness (successfully achieving the intended outcomes from an activity), the project was able to deliver its key outputs (not outcomes) despite of all the contextual and operational challenges that have affected the project. UN partners were able to respond to the changing needs of the identified beneficiaries, particularly during the initial curfew period to assist beneficiaries secure basic consumption needs. While outside the scope of the project, this contributed to building goodwill between beneficiaries and project implementation partners. However, funding for this initiative was secured from alternate sources as the projects funding could not be utilised outside of the stated purposes. If sources were utilised, it could have contributed to increased effectiveness within a context of increased vulnerability for the identified beneficiaries. In the analysis of Value for money (optimum combination of whole-life cost and quality to meet the user’s requirement), the project was able to raise awareness on a very difficult issue both with the national government and more so with beneficiaries at a local level. It also had valuable engagement with media and social media which helped foster the debate on the topic of sexual bribery and sexual exploitation. FHH involved in the trainings did appreciate the opportunity of knowing more about the problem of sexual bribery, developing empathy and also learning more about how to develop their own business. Most actors involved are willing to take the issue forward in other projects.

43. **In relation to the monitoring and evaluation mechanisms in place, there was a very organized spreadsheet that helped with the monitoring of the project which was regularly filled out based on the reports of the implementing partners.** The project reports were comprehensive and helped map the results achieved.

Preliminary Conclusion
<b>EFF1:</b> The project had many operational problems which have created tension among stakeholders. The bottlenecks were in terms of high reporting demands from the part of the UN and insufficient financial reporting from recipient organizations which have led to significant delays in the transfer of resources. A lack of trust and challenges in communication were identified among stakeholders.
<b>EFF2:</b> Staffing was partially adequate. RUNO’s staff had many other demands beyond the project and there were concerns from local CSOs about receiving more demands than they had previously budgeted for.
<b>EFF3:</b> There was a consensus among stakeholders about a mismatch between the time frame of the project (18 months) and its ambitious design. There were many delays in project delivery due to changes in government, political instability and later with COVID-19.

<sup>31</sup> The analysis used the following concepts based on the OECD’s paper ‘Value for money and international development: Deconstructing myths to promote a more constructive discussion’ (Jackson, 2012).

**EFF4:** The project design and partner structure were complex and there were not adequate mechanisms in place to promote the coordination among the various actors. There were a lot of complains about lack of Information and engagement. The project was managed in a compartmentalized way, without exploring possible synergies and reviewing roles of each partner. However, despite of all the operational problems, the project was worth the resources spent. It helped to raise awareness on a very difficult issue, FHH involved in the trainings did appreciate the opportunity given, and most actors involved are willing to take the issue forward in other projects. It may have a catalytic effect despite of the tension and difficulties involved.

#### 5.4. Evaluation Criteria: Impact

*It is not possible to report impact of the project over peacebuilding considering the contextual challenges in delivering all the outputs of the project (especially the ones directly related to promoting cross-community dialogue), the short time frame in which it was implemented and not having enough time between concluded activities and impact assessment. However, there are indications of positive experiences with the only exchange visit that was implemented in the project (due to COVID-19 restrictions). The project seems to have contributed to change the perception between some of the beneficiaries across the two main ethnic groups who started to look at their counterparts with more empathy and less with aggression. This is one initial indication which might be worth further exploring in similar projects in the future.*

Question	<p><b>EQ8:</b> What measurable changes in women’s contribution to and participation in peacebuilding have occurred as a result of support provided by the project to target stakeholders?                  Sub-question: What are the early indications of peacebuilding impact?</p>
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**44. This project was implemented in a context which has seen deep divisions between the two main ethnic groups in the targeted project localities as a result of a conflict which lasted nearly three decades.** Even though the armed conflict came to an end in 2009, sensitivities still exist between the two main ethnic groups with limited social interaction, compounded by geographic dispersion of the three project implementation districts.<sup>32</sup> Recognising that peacebuilding does not occur overnight or through a single intervention, it is possible to state that this project had the right intention, although it’s impact cannot be successfully measured due to the challenges with implementation and the short time frame involved. Therefore, it is difficult to attribute a peacebuilding impact or changes in FHHs contribution towards peacebuilding as a result of the project interventions due to the short timeframe between project closure and the end of project evaluation (I8.1 and I8.2).

**45. As part of its peacebuilding and social cohesion component, this project was expected to contribute through engagement with other female headed households across ethnicities and geographical divides.** Although this component of the project was not fully implemented, survey respondents were still asked of their perceptions and existing level of engagement. Although the women were not able to interact as much as originally intended, 63% of the surveyed respondents indicated that they interacted with other FHHs from outside their communities through this project.

<sup>32</sup> Both Kurunegala and the Anuradhapura districts are predominantly populated by individuals belonging to the Sinhala ethnicity; Killinochchi district is populated predominantly by individuals belonging to the Tamil ethnicity.

**46. As part of the project, discussions were conducted amongst participants raising awareness of common challenges experienced by other FHHs irrespective of one's ethnic identity in an attempt to foster social cohesion.** This is reflected in the survey findings with 76% of the respondents overall indicating that 'the project helped them better relate with FHHs of other ethnicities. When the survey findings are disaggregated by district however, it is possible to observe that respondents from Killinochchi district did not attribute the project with increased ability to relate to FHHs of other ethnicities, with only 39% indicating as such. Although respondents from Anuradhapura and Kurunegala had more positive responses with regard to interacting with individuals from other ethnicities, it is difficult to ascertain if the interaction with FHHs outside of their own ethnicity would occur of their own initiative, as the responses provided as reasons for interaction appeared to be what was expected of them.

**47. Three key activities, namely the diversity market fairs, exchange visits and the leadership/peacebuilding trainings were intended to facilitate engagement across districts and ethnic identities; thus, contributing towards inter-ethnic and inter-district engagement, laying the foundations for peacebuilding across ethnic identities.** As these activities were designed to take place towards the end of the project, at the time of conducting the evaluation only one exchange visit was successfully completed, where a group of women from three different districts came together in Anuradhapura and spent two days together exchanging their experiences particularly in relation to being FHHs and discussing incidents of sexual bribery. The leadership/peacebuilding trainings were also not implemented to the fullest. For the women who did participate in the exchange visit, the experience appeared to have had a positive impact, with the visit contributing to a change in perception as the following excerpts indicate:

*"I must be honest. When my husband passed away in 1991, I had a hatred towards the Tamils. I refused to even treat them at the hospital - I would give those wards to someone else. I didn't even enter them. This was the first time I interacted with Tamil widows from Killinochchi. And I realized they are in more trouble than we are because no one had looked after them. Some of them looked starved. Some, I was surprised to find out were only 20 years old - they looked about 30 or 40 because of all the labour they had gone through. I am so much luckier in that sense - at least I get something from the government. I appreciate that even at this age, I got to meet these women."*

*"I realised that the women in North were more severely affected by the war than Sinhalese women. Before this experience, I was under the impression that it was the Sinhalese who were affected the most. But this experience has proved me wrong."*

Although it is not possible to collate and verify the responses as would be possible through a focus group discussion, it is possible to determine that the exchange visits have the potential to contribute towards social cohesion in future projects and should be considered as well as the trainings on leadership and peacebuilding.

Preliminary Conclusion
<p><b>IMP:</b> Considering that peacebuilding does not occur through a single intervention in such a short time frame, and the implementation challenges, it is not possible to report impact of the project over peacebuilding. However, there are indications of positive experiences with the only exchange visit that was possible to implement in the project (due to COVID-19 restrictions). There is qualitative evidence that the project may have contributed to change the perception between beneficiaries across the two main ethnic groups who started to look at their counterparts with more empathy and less with aggression. This is one initial indication which might be worth exploring in future similar projects. Putting people together with similar experiences and losses helps them put a human face in whom they once considered as enemies.</p>

### 5.5. Evaluation Criteria: Sustainability

*There is no evidence of behavioural change from the part of government officers, however, all stakeholders in the implementation chain (national government, RUNOs, CSOs) are willing to continue work in this area. The handbook/manual to provide training on “Paralegal services to the field officers and development officers attached to the Ministry of Women and Children’s Affairs” is being prepared as a consequence of the project along with guidelines to establish anti-sexual harassment committees and to establish a national guideline against sexual harassment as stated by key stakeholders. The project has contributed to bringing the issue to the notice of national policy makers. Grant recipients have been identified by CSOs and self-help groups are still mobilized even after the end of the project. The project has helped raise awareness for all the actors involved and beyond.*

Question	<p><b>EQ9:</b> To what extent was capacity developed in order to ensure sustainability of efforts and benefits?</p>
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**48. The project helped to offer evidence of sexual bribery to the government and mechanisms to fight it, but these efforts are still at the inception stage (1 in a scale 1-3).** Three indicators were selected to answer Evaluation Question 9 on Sustainability: whether government officials reported change in attitude and concrete actions to protect FHH (I9.1); whether the FHH reported use of new knowledge after taking part in business trainings (I9.2); and whether FHH reported knowledge about how to deal with cases of sexual abuse. As for I9.1, the government officials consulted were only from the national government and they were only recently appointed to their positions. That is to say that there cannot be any concrete impact identified in terms of government officials, considering not only were they new, but also the discontinuation of dialogue with the government and also that this was the part of the project with the lowest rate of delivery (no trainings of government officials took place in the implementation of the project, but only meetings with the government). However, there is a perception that the bribery commission (CIABOC) has helped bring seed knowledge with certain institutions.

**49. When it comes to FHH reporting use of new knowledge after taking part in business training (I9.2), through the phone survey it was found that the knowledge was used after the training (3 in a scale 1-3).** Among the respondents who had participated in the livelihoods related training programmes, 79% indicated that they had developed/improved an existing

business venture since participation and 16% indicated that they had started a new business. To this end, one of the respondents stated *“Prior to the programme I had no idea about financial management or how to improve my business. My knowledge has substantially increased. Earlier I used to sew for my neighbours and friends but now (since the training) I have increased access to market. I now sew finished clothes and sell them, and have employed two other people too”*. She went on to indicate that she believes the training received has empowered her to sustain her business without failure.

**50. When it comes to FHH reporting knowledge about to deal with cases of sexual abuse (19.3), as it has been already mentioned, FHH have reported an important knowledge increase (3 in a scale 1-3).** About 90% of the respondents of the phone survey indicated that their knowledge on the subject of sexual bribery and sexual exploitation had increased significantly since participating in the training and awareness programmes. The respondents surveyed were also asked if they experienced an improvement in their self-confidence to interact with service providers since their involvement in this project, to which 73% of the respondents indicated in the affirmative; 23% of the respondents indicated an improvement to a certain extent. The most restrained answers were reported from respondents in the Killinochchi district where 54% of the respondents indicated that their confidence had increased to a certain extent.

**51. In addition, it was found that skills were built not only for FHH, but for the participating CSOs who had to develop capacity to respond to the issue of sexual bribery as a consequence of the project.** Finally, a major issue of sustainability has to do with partners taking the agenda forward. There is evidence that almost all partners involved (National and local Government, RUNOs and Civil Society Organizations in various levels) are committed to carrying out this agenda forward beyond the project. Overall, the project has increased the visibility of the sexual bribery problem in the country.

Preliminary Conclusion	
<p><b>SUS1:</b> There is no evidence of behaviour change from the part of government officers, however, all stakeholders in the implementation chain (national government, RUNOs, CSOs) are willing to continue working in this area. Grant recipients have been identified by CSOs and self-help groups are still mobilized even after the end of the project. The project has helped raise awareness for all the actors involved and beyond.</p>	

Question	<p><b>EQ10:</b> Are national partners committed to continuing the project or elements of the project? Sub-question: Are there any mechanisms developed and/or interventions linked with existing mechanisms at local and national levels to ensure continuation?</p>
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**52. Since the project’s inception, national level commitment to the subject matter of the project and its concerns related to the issue of minimizing or curtailing incidents of sexual bribery for FHHs as a particularly vulnerable group has oscillated depending on the higher echelons of power.** In the project’s lifespan, there have been several changes of government representation at the national level at the Ministry of Women and Child Affairs (MWCD) linked to regime changes resulting from elections and a constitutional coup in late 2018. This

has proven to be a challenge to ensure successive buy-in with each change in government partner and subsequent implementation of activities related to outcome 2.<sup>33</sup>

- 53. The most recent appointment of state secretary to the Ministry occurred in August 2020, within two months of when the project was expected to close in October 2020. At this time the funds made available to the ministry for the initiation and implementation of outputs related to outcome 2 had not been fully utilised.** Since the appointment of the secretary and the meeting with the evaluation team, commitment to the project at the national level was renewed by UNDP representatives, and steps have been taken to finalise and publish a handbook to provide training on “Paralegal services to the field officers and development officers attached to the Ministry of Women and Children's Affairs” which was prepared in collaboration with UNDP, UN Women, CEJ and MWCD. In addition to the manual, guidelines to establish anti-sexual harassment committees and to establish a national guideline on against sexual harassment were stated to be in process of being approved by the cabinet.
- 54. The purpose of the training manual is stated to be: to provide the relevant officers with the knowledge, skill and capacity to respond to sexual and gender-based violence (SGBV) related issues in a productive and effective manner, in a bid to improve the trainees/participants attitudes towards gender equality.** It is intended to be shared among relevant officers at the MWCD in the three project locations and eventually with nine other identified ministries<sup>34</sup> (I10.3). At 105 pages, the manual is a comprehensive document and covers topics ranging from Sri Lanka’s legal and judicial system, what constitutes sexual and gender-based violence, the protection of women’s rights, what constitutes sexual crimes and sexual violence including sexual bribery, sexual exploitation and sexual harassment, institutions responsible for enforcing laws on behalf victims of violence to name a few (the full content list is available as Appendix H). It is accompanied by a training guide for a period of three days. At present, the draft document is available in Sinhala. Translation of the manual is expected and will be necessary for local level ministry representatives in the Northern Province.
- 55. The allocation of necessary attention to the theme of sexual bribery or sexual exploitation experienced by FHH in particular can be determined to be at the second level of government authority and the project can be attributed with having brought the issue to the notice of the national policy makers (I10.2).** While vulnerabilities experienced by FHHs were recognised as an important issue for consideration, from a national policy level, it was indicated that the focus of the MWCD would be directed broadly towards “all kind of sexual and gender-based violence for women” in keeping with the government’s development manifesto entitled ‘Vistas of Prosperity and Splendour’<sup>35</sup> rather than to focus on FHHs specifically.

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<sup>33</sup> Increased commitment of public institutions to prevent and respond to sexual bribery and to protect Female Heads of Households (including military and war widows) from sexual exploitation.

<sup>34</sup> The list of partner ministries was in the process of being finalized at the time of conducting the evaluation

<sup>35</sup> Vistas of Prosperity and Splendour <https://gota.lk/sri-lanka-podujana-peramuna-manifesto-english.pdf>



56. **Although there appears to be commitment from the newly appointed secretary to the MWCD with regard to taking the next steps of establishing the anti-sexual harassment committees, conducting legal clinics at both the national and the divisional level, as well as developing the skills of frontline officers, funds not utilised within the project period have to be returned to the donor.** Therefore, despite the current level of commitment, and indication from government partners to implement activities initiated through this project in the forthcoming year, whether the trainings and awareness programmes for the national and local level service providers will be conducted in the absence of funding remains to be determined as there is no indication that funds have been allocated from the national budget for this purpose (indicator 10.1).

Preliminary Conclusion
<p><b>SUS2:</b> The project has contributed to bringing the issue to the notice of national policy makers with guidelines to establish anti-sexual harassment committees and a national guideline against stated to be in progress. However, there is no evidence of new resources being allocated to continue this agenda within the government structure.</p>

## 5.6. Evaluation Criteria: Gender Equality and Human Rights

*The project was found to be gender responsive which means it had the right focus and addressed needs of women as voiced by them, helping them to be more financially independent and well informed about their rights. Government has established or is in progress to establish regulation and protocols to better protect women. For a gender transformative project, a more long-term intervention would be needed with more time for actions to mature. Beneficiaries would have to be followed in their business ventures and their attitudinal change. Government would also have to be encouraged to train staff to better address the problem of sexual bribery.*

Question	EQ11: To what extent did the project actively identify and include the most marginalized in Sri Lanka, ensuring no one is left behind?
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57. **In terms of the protocols used to target the most vulnerable FHHs (I11.1), the work on business training and the provision of grants to entrepreneurial women used an assessment matrix, attributing points to levels of vulnerability, profile of women and also their profile in terms of entrepreneurship.** This section brings data on two specific indicators: protocols used by the project to target the most vulnerable FHH and their perception of whether the project targeted the most vulnerable FHH with the rationale of ‘leaving no one behind’. These criteria included: widow category (attributing more points to conflict and military widows which was the initial target of the project) and the initial need of support (number of dependents, availability of disabled family members and lack of compensation for military husband). This tool was used to better target beneficiaries and also to make the best use of resources considering the profile of women who were more vulnerable and at the same time more likely to make better use of the trainings provided (who had more business vision, self-confidence, family support, knowledge to run a business, experience to run a business, own financial strengthen to run a business). Even though, women who are more self-confident and have more business vision may not be the most vulnerable from a financial point of view, the tool designed was based on the experience of recognizing that

few people are actual entrepreneurs and that better focusing resources (crossing vulnerability and profile) was the best way to increase impact.

58. **Data from the surveys show that even though there were protocols to target the most vulnerable FHH, beneficiaries might not have been so well informed about the criteria used for the selection of grants recipients.** There were complaints from some of the beneficiaries of not receiving them. This complaint is expected from non-beneficiaries, the problem might not have been with the criteria itself but with the communication of them to the target group. Apart from this reported problem identified, survey and indepth interview respondents overall communicated that the project was well targeted and addressed the needs of FHH. As mentioned before, there was a shared sense of vulnerability which made women closer across communities (I11.2). It is important to mention that in terms of vulnerability, war widows from the northern region have experienced more systemic challenges compared to their project counterparts from the Anuradhapura and Kurunegala districts, as they were directly affected by the conflict and were so severely disadvantaged for many years that they are at a more disadvantaged position overall.
59. **At the beginning of the report, the Gender Responsive Index was presented with a scale varying from gender negative (-1) to gender targeted (1), gender responsive (2) and gender transformative (3). In the case of the current project, it is assessed to be gender responsive: 'Project had the right focus and addressed needs of women as voiced by them, helping them be more financially independent and well informed about their rights. Government has established or is in the way to establish regulations and protocols to better protect women.'** The project was successful in addressing the needs of women and touching upon both rights and economic empowerment. It has also helped the government to draft a manual to deal with the problem of sexual bribery and will continue to do so out its own resources through UNDP in the country. Considering the time frame of the project and limits in implementation, it was not able to be gender transformative, as more efforts would be needed to actually reach outcome and impact result levels. See table 4 for reference.
60. **The outcomes for this project were 1) Empowered Female Heads of Households (including military and war widows) have sustainable livelihoods, and access social support services with dignity and 2) Increased commitment of public institutions to prevent and respond to sexual bribery and to protect Female Heads of Households (including military and war widows) from sexual exploitation.** The ultimate goal of the project was 'attitudinal change at both individual and institutional level – to treat women including widows with respect and dignity'. Even though the project was successful in providing women with relevant training, services and awareness and the government with sensitization towards the problem of sexual bribery, it has not gone so far as to achieve the higher-level parts of the results chain: outcomes and impact. In order to do so, a more long-term intervention would be needed with more time for actions to mature. Beneficiaries would have to be followed in their business ventures and their attitudinal change. Government would also have to be encouraged to establish systems and train staff to better address the problem of sexual bribery. That was not possible in the timeframe of the project.

### Preliminary Conclusion

**GEN:** The project was found to be gender responsive (2 in a scale -1 to 3) which means it had the right focus and addressed needs of women as voiced by them, helping them to be more financially independent and well informed about their rights. Government has established or is in the way to establish regulation and protocols to better protect women.

## 6. Lessons Learned

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**→ The need to provide the Implementing Partners with a clear understanding/agree on contractual obligations, monitoring requirements, monitoring tools to be used, reporting plans and responsibilities etc at the time of contracting and follow-up jointly at regular coordinating meetings**

The Project showed the importance of assessing the capacity of IPs in implementing the Project in the stipulated time frame and also in taking the time to instruct them on how to do it. As PBF requires IPs to be tagged to the proposal, such capacity assessments need to be done at the consultation and project design phase which require early planning by RUNOs submitting a proposal. In this case, RUNOs were able to do capacity assessments only at the time of signing the contract.

**→The importance of factoring coordinating time in complex project structures and the need of building trust**

The project involved many actors and very little time was devoted to coordination among various actors. Everyone was so busy to work on implementation that coordination was neglected. Coordination among various actors takes time and this has to be factored in when it comes to project management in the future. Governance structures also need to be in place to help consider the need of regular meetings among the various partners. Coordinating various partners also entail building trust relationships. There are no controls able to replace good will. A good rapport needs to be built from the very beginning with the various partners.

**→Collectives as a way of building bonds, empathy and generating action**

There is evidence that the collectives worked as an important meeting point for women and helped them develop empathy and think about collective solutions. They may be included in future project design and resources for continuity may also have to be devised for that purpose. They also help with sustainability of the interventions, as the collectives tend to continue if the bonds are in place and results come after the joined work.

**→The need of designing less ambitious projects for PBF short term projects and enhance coordination mechanisms with the donor**

The project's design was very ambitious for the timeframe available, especially if one considers the sensitivity of the topic. More feasible designs need to be considered not only from the part of RUNO's, but also from PBF when analysing new projects (feasibility of what is proposed needs to be further considered) and the expectations from RUNOs may have to be adjusted when assessing new proposals. This becomes especially important in unstable political scenarios. Risk has to be considered in project's timeframes. The lack of direct communication between RUNOs and PBF at headquarters was also felt. How to open alternative channels of communication between PBF and RUNOs in countries with big PBF portfolios may be considered in the future (e.g. initial meetings between PBF and RUNOs in the country together with the in-country PBF secretariat may help to bring a connection between the donor and the project).

**→The importance of building the link from international global institutions to local CSOs and at the same time, account for the limits of local CSOs in implementing UN projects.**

The project was very successful in mobilizing local communities through local CSOs, however, it proved very difficult to work with so many partner organisations. Future project design and procedures should consider that implementing partners may not have the same capacity as UN institutions and that extra time will have to be devoted to help guide them (as it was done by the UN) and develop relationships of mutual trust.

**→The importance of communicating key messages in non-standard ways, embracing native art forms**

The project was very innovative in promoting awareness through puppet theatre. This is a traditional and at the same time, new way of communicating development messages. This may be used as an experience for future projects in the country and beyond. The play was based on research and combined with local cultural knowledge which made it a powerful way of conveying a message.

**→Assuming the risk of working in innovative issues and designs**

Sexual bribery is a very sensitive topic, the country scenario very difficult and risks expected. Working with innovation is about taking up the risks. PBF and UN Agencies need to be mindful about that when working on new and sensitive topics, especially in relation to gender where there are deep cultural issues involved.

## 7. Conclusions

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**Conclusion 1:** The project was successful in raising awareness for the problem of sexual bribery in the country. Even though, the theme is very sensitive and was faced with resistance, the project helped to pave the way for further work. It has generated learning and partnerships which might prove useful for future initiatives in this subject area.

Supporting arguments: Preliminary Conclusions REL1, REL2, REL3, REL4.

**Conclusion 2:** The project was very successful in establishing FHH collectives. The collectives provided a platform to train women and also to create bonds of empathy and mutual help. The majority of FHH surveyed (90%) indicated their knowledge on the subject of sexual bribery and sexual exploitation had increased significantly through the project and there are indications that some of these collectives might gain a life of its own and continue without project's support.

Supporting arguments: Preliminary Conclusions EFFE2, EFFE9.

**Conclusion 3:** The project was very successful in delivering business trainings which were very much appreciated by FHH and used by them afterwards (79% of women survey indicated they had developed/improved an existing business venture since participation and 16% indicated they had started a new business). However, the project was less successful in delivering the grants considering the delays in project implementation due to COVID-19. More time would have been needed to actually follow up on women's work after the trainings and grants received to ensure a more gender transformative project.

Supporting arguments: Preliminary Conclusions EFFE1, EFFE6.

**Conclusion 4:** Beneficiaries are more aware of their rights due to the project. However, there may be a mismatch between women's awareness and the capacity of the government to answer their demands for justice. The project was not able to deliver the trainings to public officers to the various contextual challenges and this was a missing link to the rationale of the project. This may be considered for future project design – the need to tie project's different lines of work in the timeframe and enhance coordination mechanisms, as a way of creating more synergy, improving delivery and adapting implementation to difficult circumstances.

Supporting arguments: Preliminary Conclusions EFFE3, EFFE4.

**Conclusion 5:** The project faced many operational problems. There were many actors working together and a lack of coordinating mechanisms among them; there were financial reporting problems from the part of the local organizations leading to delays in disbursement, time was short, design was ambitious and the political scenario very unstable. These problems caused tensions among the various actors which should be used to rethink any future project design and coordinating mechanisms. The project had difficulties to adapt to the contextual changes in the country considering the UN procedures in place, which even though are meant to ensure transparency and accountability of donor-funds, may be difficult for CSOs to manage.

Supporting arguments: Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.

**Conclusion 6:** There cannot be assertion of peacebuilding impact attributed to the project considering its short timeframe and implementation challenges. However, there are indications of positive impact in the lives of women beneficiaries which might in the long-term help with the peacebuilding process. Most beneficiaries surveyed indicated they felt better prepared to

look after themselves after participating in the project (78%). In addition, there is indication that the dialogue promoted between communities (even if very limited) brought a sense of empathy among FHHs across ethnic identities. There is potential behind making the two communities come together through market fairs and other events to enhance dialogue and promote peacebuilding.

Supporting arguments: Preliminary Conclusions EFFE8, IMP.

**Conclusion 7:** Even though, little capacity was built within the government, the government stakeholders at the national level became more aware of the problem of sexual bribery and capacity was built at the level of the CSOs and among FHHs. There is also willingness from the part of all the actors involved in continuing to work in this agenda. The project helped to flag the issue to various actors in the country.

Supporting arguments: Preliminary Conclusions EFFE5, SUS1, SUS2.

**Conclusion 8:** The project was found to be gender responsive which means it had the right focus and addressed needs of women as voiced by them, helping them to be more financially independent, addressing the issue of economic inequality and be better informed about their rights. The government is on the way to establish regulation and protocols to better protect women. The project could have been gender transformative if a more long-term intervention were in place with more time for actions to mature with beneficiaries being followed in their business ventures and their attitudinal change and if the government at various levels had been exposed to training on the problem of sexual bribery as it was initially envisaged.

Supporting argument: Preliminary Conclusion GEN.

## 8. Recommendations

The recommendations were developed based on the data collected, the conclusions of the report and in consultation with the key stakeholders during the evaluation process. They were also reviewed by the commissioning organizations before the final report was approved.

N.	Type	Recommendation	Recipient	Action points	Rationale	Suggested timeframe
1	Strategic and operational	Continue advocacy on the theme with the Government of Sri Lanka	UNDP and UN Women	<ul style="list-style-type: none"> <li>- Continue support being given to the government until final approval of Manual to provide paralegal services to the field officers and development officers attached to the Ministry of Women and Children’s Affairs and Programme for training to provide paralegal services to the field officers and development officers attached to the Ministry of Women and Children’s Affairs</li> <li>- Consider design of new project to continue this initiative on trainings to the national and local government officers.</li> </ul>	<p>The government is now mobilized, there is an opportunity to engage more to achieve the results envisaged at the start of the project.</p> <p>Conclusion 7, Preliminary Conclusions EFPE5, SUS1, SUS2</p>	Jan-Dec 2021/2022
2	Operational	Further explore working with puppet theatre in other initiatives.	UN Women and UNDP	<ul style="list-style-type: none"> <li>- Include puppet theatre in future project design.</li> <li>- Share experience of this particular part of the project at a Regional level (Southeast Asia).</li> </ul>	<p>This part of the project was very innovative and has the potential of being replicated in other contexts (building the bridge between</p>	Jan-Dec 2021/2022

N.	Type	Recommendation	Recipient	Action points	Rationale	Suggested timeframe
					culture and development). Conclusion 1, Preliminary Conclusions REL1, REL2, REL3, REL4.	
3	Operational	Further explore providing business trainings to FHH	UNDP	- Include business and financial management training for women with Chrysalis and IBS in other projects.	This part of the project was very well assessed by FHH. It has a sound methodology and it is an identified need of FHH.  Conclusion 3, Preliminary Conclusions EFFE1, EFFE6.	Jan-Dec 2021/2022
4	Operational	Incorporate lessons learned in the guidance of PBF projects to guide design of future initiatives (e.g. guidance for the inclusion of CSOs in the projects).	PBF	- Discuss internally possible ways of increasing the time frame of GPI projects. - Share lessons learned from this evaluation and others with potential candidates for PBF's funds via website and other means to help improve future project design and make them more realistic.	Lessons learned in this project may be very helpful for future project design.  Conclusion 5, Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.	Jan-Jun 2021



N.	Type	Recommendation	Recipient	Action points	Rationale	Suggested timeframe
				<ul style="list-style-type: none"> <li>- Guide RUNOS to conduct capacity assessments during proposal/concept development.</li> </ul>	Conclusion 8, Preliminary Conclusion GEN	
5	Operational	Improve communication protocol between PBF and local projects	PBF	<ul style="list-style-type: none"> <li>- Review communication protocol between PBF and local projects in countries with large portfolios (ensuring at least one direct contact with the implementation team at the beginning, middle and end of each initiative in addition to the PBF’s focal point in the country).</li> <li>- Communication of ground level situation that possibly led to the non-granting of the second no-cost extension to projects.</li> </ul>	<p>There was no direct contact between PBF and the project, apart from the short interaction during the evaluation process. A more direct contact was missed from the local project which could have facilitated exchange of experiences (e.g. capacity of other projects to address contextual challenges being passed to Sri Lanka etc).</p> <p>Conclusion 5, Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.</p>	Jan-Dec 2021

N.	Type	Recommendation	Recipient	Action points	Rationale	Suggested timeframe
6	Operational	Assess capacity of partner CSOs for reporting procedures prior to signing contract and in case it is not adequate, allocate time in the project timeline to ensure learning and compliance in future projects.	UNDP and UN Women	<ul style="list-style-type: none"> <li>- Develop a protocol to assess CSOs capacity to report and carry out a preliminary briefing with them on procedures prior to signing the contract.</li> </ul>	Conclusion 5, Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.	On-going
7	Operational	Review guideline documents available for CSOs with recommendations for reporting.	UNDP and UN Women	<ul style="list-style-type: none"> <li>- Ensure that operational procedures in place are not duplicated and simplify them whenever possible.</li> </ul>	Conclusion 5, Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.	Jan-Dec 2021
8	Operational	Promote learning across the projects	PBF	<ul style="list-style-type: none"> <li>- Share good practices among PBF's recipients as projects are being implemented.</li> <li>- Troubleshoot based on global and not only national experiences.</li> </ul>	PBF manages projects in challenging scenarios, some are more able to adapt to difficult circumstances than others. Sharing innovating experiences among PBF's recipients may be beneficial to	On-going

N.	Type	Recommendation	Recipient	Action points	Rationale	Suggested timeframe
					<p>projects at country level.</p> <p>Conclusion 5, Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.</p>	
9	Operational	<p>Guide projects on possible contingency plans in face of disrupting scenarios</p> <p>Elaborate contingency/alternative plans in face of difficult circumstances in collaboration with partners</p>	<p>PBF</p> <p>UN Women &amp; UNDP</p>	<ul style="list-style-type: none"> <li>- Provide guidance for projects on how to adapt and draft contingency plan in face of difficult contexts.</li> <li>- Review future project timelines and modus operandi in face of scenarios of great instability.</li> </ul>	<p>Same as above.</p> <p>The project was faced with a challenging contextual scenario. Future initiatives should consider drafting an adaptation plan with a substantive review of project modus operandi agreed by the various partners.</p> <p>Conclusion 5, Preliminary Conclusions EFF1, EFF2, EFF3, EFF4 and EFFE7.</p>	On-going

N.	Type	Recommendation	Recipient	Action points	Rationale	Suggested timeframe
10	Operational	Incorporate in project design special consideration for more vulnerable communities	UN Women & UNDP	<ul style="list-style-type: none"> <li>- Consider long term initiatives with more disadvantaged communities which may need more intense and structural work to address vulnerabilities.</li> </ul>	Respondents in Killinochi indicated lowest positivity with regard to the effectiveness of the programmes initiated through this project. EFFE8.	On-going
11	Operational	Include in future project design, inter-community dialogue for enhancing peacebuilding efforts.	UN Women, UNDP and PBF	<ul style="list-style-type: none"> <li>- Encourage inter-community dialogue in the design of PBF projects.</li> <li>- Incorporate inter-community dialogue in projects of a similar nature, giving more room for this type of initiative at earlier stages of the project.</li> </ul>	<p>There is indication that the dialogue promoted between communities (even if very limited) brought a sense of empathy among beneficiaries across ethnic divides.</p> <p>Conclusion 6, Preliminary Conclusions EFFE8, IMP.</p>	On-going

## Appendix A. Rapid Assessment

**Project:** Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace

**Period:** November 2018-September 2020

**Methodology:** Desk review of secondary data (documents related to project) and consultation with the following stakeholders

- ✓ UN Women Sri Lanka
- ✓ United Nations Development Programme Sri Lanka
- ✓ Peacebuilding Fund

**Issues of concern:** The Centre for Equality and Justice (CEJ) is being consulted after the delivery of inception report to help feed into the inception process and prepare fieldwork.

**Overview of data available:**

- ✓ Project documents and later revised results framework
- ✓ Needs assessments available (Qualitative study on the training needs of female heads of households including military and war widows in Kilinochchi, Kurunegala and Anuradhapura)
- ✓ Baseline data (Mapping study of women’s self- help groups in Anuradhapura, Kilinochchi and Kurunegala, Sri Lanka and Study on perceptions of reconciliation and peacebuilding among female heads of households including military and war widows in Kilinochchi, Kurunegala and Anuradhapura)
- ✓ Monitoring tracker
- ✓ Quarterly reports by implementing partner
- ✓ Reports from activities and outputs delivered (guidelines, manuals, legislation, training records, minutes)
- ✓ Financial reports
- ✓ Evaluation guidelines (GERASS Independent Evaluation and Audit Services, UN Women Global Evaluation Quality, Assessment and Rating matrix, Global Evaluation Report Assessment and Analysis System (GERAAS) Guiding Note)
- ✓ Ethical guidance (UNEG, WHO)

The documents were sufficient for the inception phase.

**Issues of concern:** None. The documentation provided was enough for the inception phase.

**Monitoring and Evaluation Framework:**

*Consistency of data available:* the project produced a monitoring excel sheet which helped with the process of following the evolution of indicators and also a baseline assessment. However, the baseline study was carried out between September to November 2019, one year after the launch of the project. Due to the low delivery of the project in the period Sept/2019 – July/2020, the evaluation team concluded it would not be timely to carry out a survey for an end line study.

**Project indicators:** there is data available for almost all indicators and the project evaluation will be able to explore almost all indicators, except for two (see updated list in the evaluation matrix under Evaluation Question 3:

% of Female Heads of Households – FHH (including military and war widows) who are subjected to sexual bribery and sexual exploitation when accessing services.

# of FHH (including military and war widows) that are members of collectives formed/strengthened who have increased knowledge of their rights, disaggregated by type of widow

In the first case, the baseline study mentioned surveyed 217 beneficiaries to collect these data. As the evaluation will not carry an end line survey for the above-mentioned reasons of consistency of data available and as also explained in the Methodology Section of this report, this data will not be available.

The second indicator will not be available for the same reason. Therefore, the evaluation team proposes to adapt it to a qualitative indicator which should read as follows:

FHH (including military and war widows) that are members of collectives formed/strengthened report to have increased knowledge of their rights, disaggregated by type of widow (in a scale 1-3, where 1 is not increased, 2- increased to a certain extent, 3 – increased to a great extent).

**Refinement of evaluation demand:** Beyond being a standard procedure for PBF to have its projects evaluated, PBF informed the evaluation team that this evaluation will help feed into the evaluation of PBF portfolio in the country which involves several projects. The support of PBF in the country is coming to an end at the end of 2020 and it is very likely it will not be renewed. Hence, providing lessons learned for future interventions in other countries and even in Sri Lanka in other interventions is expected by PBF.

**Issues of concern:** The delivery of the project is still under 60%, there will not be enough time to fully deliver on the outputs expected. The evaluation will focus on what has been achieved so far and try to generate lessons for future interventions in activities that have been delivered and may have the potential to be replicated (e.g. Puppet Theatre etc).

**Initial findings in each area to be investigated by the project:**

**Relevance:** The intervention area of the project is very sensitive (sexual bribery related to public officials). The organization which was entitled of the project from the part of the government has been demobilized and dispersed. This points to an issue of concern to be further investigated in the course of the evaluation. To which extent was the project timely and aligned with government priorities at the time of inception or priorities have changed with the new government? Both past and current government officials will be consulted in order to bring a balanced and broader perspective to the evaluation.

**Effectiveness:** The project was able to reach a higher delivery in Outcome 1 and less so on Outcome 2. There have been achievements higher than expected in the area of creating collectives and also creative work in terms of sensitization via art interventions (puppet theatre and social media campaigns). The initial design of the trainings delivered by the implementing partners is solid and well structured. The greatest challenges were in terms of the timeframe for delivering the trainings (due to COVID-19 and other contextual factors), implementing the grants and promoting dialogue with the government. The quality of the process involved in creating the collectives and promoting the art interventions will be further

looked at during the Focus Group Discussions. The reaction to the initial trainings and also the prospect for implementation of protocols discussed with the government will be further investigated during the field work.

**Efficiency:** The delivery of the project is low in relation to the initial timeframe. There were a number of contextual factors which have impacted the delivery of the project (Constitutional crisis, Easter attacks, elections and COVID-19) which are beyond the control of the project. However, problems have also been identified between RUNOs and the local implementing partner in terms of reporting, communication and alignment of expectations. This will be looked at in the course of the evaluation.

**Sustainability:** PBF is withdrawing its support to the country for the moment and there are expectations that the new government of Sri Lanka will opt for a more internal process of peacebuilding with less interference from the international community. Judging from the demotion of the former Ministry of Women and Children's Affairs to a State ministry, there is an initial expectation that this issue should figure lower in the domestic agenda. However, the problem of sexual bribery has been flagged by Civil Society Organizations established in the country and the project has involved many local organizations. The evaluation will further look at the will of the current government structure in taking this type of intervention forward, the perspective of local CSOs in working in the topic and further, how local government structures have reacted to the project and their perspective to continue taking it on.

**Impact:** There is little evidence in the documents of the project and initial consultation of stakeholders of impact over peacebuilding in the course of project implementation. The interview guides explicitly incorporate this topic which will be investigated by the evaluation.

**Gender, Equity and Human Rights:** The initial project timeframe was of 18 months, extended to 24 months. Considering the sensitivity of the issue and deep-seated power structures in the country, how much the project was able to change power relations is to be investigated. There is no evidence for that from the desk review. Female Heads of Households will be directly consulted and the evaluation report will look to see to which extent the project was able to promote changes in this regard.

**Overall issues of concern:** The data available up to now is important, but limited to offer evidence of the key problems and also achievements. Only after the key stakeholders are heard, including the FHH, the project team will be able to map and consistently point at the key struggles and achievements behind the implementation of the project and offer lessons learned for future interventions.

## Appendix B. Evaluation Matrix

<b>Evaluation question 1:</b> To what extent were the project’s strategies relevant to national and local contexts?			
<b>DAC Evaluation Criterion covered by this Evaluation Question:</b> Relevance			
<b>Indicators/Criteria</b>	<b>Source of Information</b>	<b>Data Collection Tool</b>	<b>Data Analysis Methods</b>
1.1. Alignment of project with the Draft National Action Plan on Women-headed Households (2017–2019) and other relevant policies as reported by the national government (scale 1-3, where 1 is not aligned, 2 is partially aligned and 3 is fully aligned)	- National Government Staff - Draft National Action Plan on Women-headed Households (2017–2019)	-Semi-structured interviews -Desk Review	- Evaluator’s standard method for qualitative analysis (see item 4.1)
1.2. Alignment of project with local policies as reported by local government officials (scale 1-3, where 1 is not aligned, 2 is partially aligned and 3 fully aligned)	- Local government officials	- Semi-structured interviews - Desk Review	- Evaluator’s standard method for qualitative analysis (see item 4.1)
1.3. Alignment of project with needs of local context as perceived by local civil society organizations implementing the project (scale 1-3, where 1 is not aligned, 2 is partially aligned and 3 fully aligned)	- CEJ staff - Local partners Staff	- Semi-structured interviews	- Evaluator’s standard method for qualitative analysis (see item 4.1)



<p><b>Evaluation question 2:</b> To what extent did the project align with the needs and priorities of the intended beneficiaries and international standards on gender equality and women’s empowerment?</p>			
<p><b>DAC Evaluation Criterion covered by this Evaluation Question:</b> Relevance</p>			
Indicators/Criteria	Source of Information	Data Collection Tool	Data Analysis Methods
2.1. Alignment of project with beneficiaries’ needs as reported by them (scale 1-3, where 1 is not aligned, 2 is partially aligned and 3 fully aligned)	- Beneficiaries	- Focus Group Discussions	- Evaluator’s standard method for qualitative analysis (see item 4.1)
2.2. Alignment of project with UNSCR 1325, CEDAW and SDG 5 (scale 1-3, where 1 is not aligned, 2 is partially aligned and 3 fully aligned)	- UN Women staff - UNDP Staff - UNSCR 1325, CEDAW, SDG 5	- Desk review	- Evaluator’s standard method for qualitative analysis (see item 4.1)
<p><b>Evaluation question 3:</b> To what extent did the project reach the planned results? Sub-questions: a) What were the reasons for the achievement or nonachievement of planned results? b) Were there any unexpected results or unintended consequences of the results both positive and negative?</p>			
<p><b>DAC Evaluation Criterion covered by this Evaluation Question:</b> Effectiveness</p>			
Indicators/Criteria	Source of Information	Data Collection Tool	Data Analysis Methods
3.1. % of FHH (including military and war widows) beneficiaries who have used the grant provided to establish or upscale an existing business venture, disaggregated by widow type.	- Project reports - UNDP Staff - Companies carrying out trainings	- Desk review - Semi-structured interviews	- Descriptive statistics
3.2. # of widows’ collectives inclusive of FHH formed/ strengthened	- Project reports - CEJ Staff	- Desk review - Semi-structured interviews	- Descriptive statistics

3.3. # of FHH (including military and war widows) that are members of collectives formed/strengthened who have increased knowledge of their rights, disaggregated by type of widow	<ul style="list-style-type: none"> <li>- CSOs implementing the project</li> <li>- FHH</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics
3.4. % of FHH (including military and war widows) trained to access legal and other services, disaggregated by type of widow.	<ul style="list-style-type: none"> <li>- Project reports</li> <li>- CEJ Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics
3.5. # of users accessing the online/offline complaints reporting platform.	<ul style="list-style-type: none"> <li>- Project reports</li> <li>- CEJ Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics
3.6. # of civil society organizations who are increasingly providing services, information and referrals for FHH including war and military widows	<ul style="list-style-type: none"> <li>- Project reports</li> <li>- CSOs implementing the projects</li> <li>- CEJ Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics
3.7. # of FHH (including military and war widows) provided with legal assistance through CSOs	<ul style="list-style-type: none"> <li>- Project reports</li> <li>- CSOs implementing the projects</li> <li>- CEJ Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics
3.8. # of complaints filed by FHH (including military and war widows).	<ul style="list-style-type: none"> <li>- CEJ Staff</li> <li>- Local government officers</li> <li>- National government officers</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics
3.9. # of FHH (including military and war widows) who are trained to commence a business or enterprise.	<ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- UN Women staff</li> <li>- Project reports</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics

3.10. # of FHH (including military and widows) provided with grants, disaggregated by type of widow.	<ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- UN Women staff</li> <li>- Project reports</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics
3.11. # of Diversity Market Fairs held.	<ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- UN Women staff</li> <li>- Project reports</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics
3.12. # of Circulars/ guidelines/ policies which incorporate explicit commitment and/or accountability measures within the public sector to prevent and respond to sexual bribery and exploitation.	<ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- UN Women staff</li> <li>- Project reports</li> <li>- National government officers</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics
3.13. # of complaints received and action taken by the Anti-Sexual Harassment Committees.	<ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- UN Women staff</li> <li>- Project reports</li> <li>- CEJ Staff</li> <li>- National government officers</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics
3.14. # of sensitisation programmes held for public officials on sexual harassment policies, legal frameworks, guidelines on response mechanisms, and accountability measures.	<ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- UN Women staff</li> <li>- Project reports</li> <li>- National government officers</li> <li>- Local government officers</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics
3.15. # of public officials who complete the course on handling bribery complaints, including sexual bribery, harassment and exploitation.	<ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- UN Women staff</li> <li>- Project reports</li> <li>- National government officers</li> <li>- Local government officers</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics
3.16. # of legal aid clinics conducted by capacitated local public officers on preliminary assistance to survivors on possible legal remedies.	<ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- UN Women staff</li> <li>- Project reports</li> <li>- Local government officers</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	- Descriptive statistics

3.17. # of public institutions with established and functioning Anti-Sexual Harassment committees	<ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- UN Women staff</li> <li>- Project reports</li> <li>- National government officers</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Descriptive statistics</li> </ul>
3.18. # of state/public sector institutions provided with technical support to integrate/adopt measures on addressing sexual bribery and exploitation	<ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- UN Women staff</li> <li>- Project reports</li> <li>- National government officers</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Descriptive statistics</li> </ul>
<b>Evaluation question 4:</b> To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness?			
<b>DAC Evaluation Criterion covered by this Evaluation Question:</b> Effectiveness			
Indicators/Criteria	Source of Information	Data Collection Tool	Data Analysis Methods
4.1. Capacity of the project to adjust to the circumstances to maintain relevance as assessed by key stakeholders (scale 1-3, where 1 is no capacity, 2 partial capacity and 3 is full capacity)	<ul style="list-style-type: none"> <li>- UN Women Staff</li> <li>- UNDP Staff</li> <li>- CEJ Staff</li> <li>- CSOs staff</li> <li>- National government staff</li> <li>- Local government staff</li> </ul>	<ul style="list-style-type: none"> <li>- Semi-structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluator’s standard method for qualitative analysis (see item 4.1)</li> </ul>
4.2. Capacity of the project to adjust to the circumstances to maintain effectiveness as assessed by key stakeholders (scale 1-3, where 1 is no capacity, 2 partial capacity and 3 is full capacity)	<ul style="list-style-type: none"> <li>- UN Women Staff</li> <li>- UNDP Staff</li> <li>- CEJ Staff</li> <li>- CSOs staff</li> <li>- National government staff</li> <li>- Local government staff</li> </ul>	<ul style="list-style-type: none"> <li>- Semi-structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluator’s standard method for qualitative analysis (see item 4.1)</li> </ul>
<b>Evaluation question 5:</b> To what extent did the output level interventions translate into progress towards outcomes?			
<b>DAC Evaluation Criterion covered by this Evaluation Question:</b> Effectiveness			

Indicators/Criteria	Source of Information	Data Collection Tool	Data Analysis Methods
<p>5.1. Perception of FHH that their access to collectives’ services, information about their rights and business training have helped them to have sustainable livelihoods and access social support services with dignity (scale 1-3, where 1 it has not helped, 2 it has partially helped and 3 is has fully helped).</p>	<p>- FHH</p>	<p>- Focus Group Discussions</p>	<p>- Evaluator’s standard method for qualitative analysis (see item 4.1)</p>
<p>5.2. Perception of national government officials that their access to training and activities to strengthen accountability mechanisms to report and respond to sexual bribery and exploitation has helped to increase commitment of public institutions to prevent and respond to sexual bribery and to protect female heads of households, including military and war widows from sexual exploitation (scale 1-3, where 1 it has not helped, 2 it has partially helped and 3 is has fully helped).</p>	<p>- National government officials</p>	<p>- Semi-structured interviews</p>	<p>- Evaluator’s standard method for qualitative analysis (see item 4.1)</p>
<p><b>Evaluation question 6:</b> What measurable changes in gender equality and women’s empowerment have occurred as a result of the project?</p> <p>Sub question: To what extent did the project address and respond to existing power dynamics and gender relations?</p>			

<b>DAC Evaluation Criterion covered by this Evaluation Question: Effectiveness and Gender Equality and Human Rights</b>			
<b>Indicators/Criteria</b>	<b>Source of Information</b>	<b>Data Collection Tool</b>	<b>Data Analysis Methods</b>
6.1. Attitude change from local public officers (increased respect) towards FHH as reported by them (scale 1-3, where 1 it has not changed, 2 it has partially changed and 3 is has fully changed).	- FHH	- Focus Group Discussions	- Evaluator’s standard method for qualitative analysis (see item 4.1)
6.2. Repeated and collectively agreed stories told by FHH which indicate women they know have been economically (more resources) or politically empowered (more voice) as a result of the project.	- FHH	- Focus Group Discussions	- Evaluator’s standard method for qualitative analysis (see item 4.1)
<p><b>Evaluation question 7:</b> Have financial and human resources been allocated sufficiently and strategically to achieve project outcomes?</p> <p>Sub question:</p> <p>a) Have the outputs been delivered in a timely manner?</p> <p>b) How can results be assessed in relation to resources allocated (value for money)?</p>			
<b>DAC Evaluation Criterion covered by this Evaluation Question: Efficiency</b>			
<b>Indicators/Criteria</b>	<b>Source of Information</b>	<b>Data Collection Tool</b>	<b>Data Analysis Methods</b>
7.1. Whether the budget was sufficient and adjusted as needed in a cost-efficient manner (in a scale 1-3 where 1 budget was not sufficient and not adjusted, 2 budget was partially sufficient and adjusted and 3 where budget was sufficient and adjusted as needed).	- UN Women Staff - UNDP Staff - PBF - CEJ - CSO’s	- Desk review - Semi-structured interviews	- Evaluator’s standard method for qualitative analysis (see item 4.1)

<p>7.2. Whether the staffing was adequate and adjusted based on partner perception on the technical capacity of the project staff (in a scale 1-3 where 1 staff was not adequate and not adjusted, 2 staff was partially adequate and adjusted and 3 where staff was adequate and adjusted as needed).</p>	<ul style="list-style-type: none"> <li>- UN Women Staff</li> <li>- UNDP Staff</li> <li>- Government partners</li> <li>- CEJ</li> <li>- CSO's</li> <li>- PBF</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	<p>- Evaluator's standard method for qualitative analysis (see item 4.1)</p>
<p>7.3. Whether sufficient time was allocated for implementation and adjusted as needed based on perception of key stakeholders (in a scale 1-3 where 1 time was not adequate and not adjusted, 2 time was partially adequate and implementation adjusted and 3 where time was adequate and implementation adjusted as needed).</p>	<ul style="list-style-type: none"> <li>- UN Women Staff</li> <li>- UNDP Staff</li> <li>- Government partners</li> <li>- CEJ</li> <li>- CSO's</li> <li>- PBF</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	<p>- Evaluator's standard method for qualitative analysis (see item 4.1)</p>
<p>7.4. To what level the coordination and collaboration mechanism for planning and implementation of the project worked well (in a scale 1-3 where 1 coordination and collaboration mechanisms were not adequate, 2 coordination and collaboration mechanisms were partially adequate and 3 where coordination and collaboration mechanism was adequate)</p>	<ul style="list-style-type: none"> <li>- UN Women Staff</li> <li>- UNDP Staff</li> <li>- Government partners</li> <li>- CEJ</li> <li>- CSO's</li> <li>- PBF</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> </ul>	<p>- Evaluator's standard method for qualitative analysis (see item 4.1)</p>
<p>7.5 Were the results observed worth the monies spent? (Value for money)</p>		<p>-</p>	
<p><b>Evaluation question 8:</b> What measurable changes in women's contribution to and participation in peacebuilding have occurred as a result of support provided by the project to target stakeholders?</p>			

Sub question: What are the early indications of peacebuilding impact?			
<b>DAC Evaluation Criterion covered by this Evaluation Question: Impact</b>			
Indicators/Criteria	Source of Information	Data Collection Tool	Data Analysis Methods
8.1. Repeated and collectively agreed stories told by FHH about women they know changing attitudes and promoting actions towards conciliation between disputing parties as a result of the project.	- FHH	- Focus Group Discussions	- Evaluator’s standard method for qualitative analysis (see item 4.1)
8.2. Reported objective changes by FHH of women’s contribution to peacebuilding as a result of the project.	- FHH	- Focus Group Discussions	- Evaluator’s standard method for qualitative analysis (see item 4.1)
<b>Evaluation question 9: To what extent was capacity developed in order to ensure sustainability of efforts and benefits?</b>			
<b>DAC Evaluation Criterion covered by this Evaluation Question: Sustainability</b>			
Indicators/Criteria	Source of Information	Data Collection Tool	Data Analysis Methods
9.1. Government officials reporting change in attitude and concrete actions towards protecting FHH (in a scale 1-3 where 1 there were no changes, 2 there were partial changes and 3 there was a complete change)	- Government officials	- Semi-structured interviews - Focus Group Discussions	- Evaluator’s standard method for qualitative analysis (see item 4.1)



9.2. FHH reporting use of new knowledge after taking part in business trainings (in a scale 1-3 where 1 no use of new knowledge, 2 limited use of knowledge, 3 considerable use of knowledge)	- FHH	- Focus Group Discussions	- Evaluator’s standard method for qualitative analysis (see item 4.1)
9.3. FHH reporting knowledge about how to deal with cases of sexual abuse by government authorities (in a scale 1-3 where 1 no knowledge, 2 limited knowledge, 3 considerable knowledge)	- FHH	- Focus Group Discussions	- Evaluator’s standard method for qualitative analysis (see item 4.1)
<p><b>Evaluation question 10:</b> Are national partners committed to continuing the project or elements of the project?</p> <p>Sub question: Are there any mechanisms developed and/or interventions linked with existing mechanisms at local and national levels to ensure continuation?</p>			
<p><b>DAC Evaluation Criterion covered by this Evaluation Question:</b> Sustainability</p>			
Indicators/Criteria	Source of Information	Data Collection Tool	Data Analysis Methods
10.1 Resources allocated to continue work in this area (in Sri Lanka Rupees) by the national government.	- UNDP Staff - UN Women Staff - Government officials	- Semi-structured interviews - Desk review	- Evaluator’s standard method for qualitative analysis (see item 4.1)
10.2. Allocation of the theme within the government structure (in a scale 1-3, 1 coordination managed by third or other levels of government authority within the ministry 2 coordination managed under second level government authority 3 close to the president or highest ministerial authority)	- UNDP Staff - UN Women Staff - Government officials	- Semi-structured interviews - Desk review	- Evaluator’s standard method for qualitative analysis (see item 4.1)

10.3. Structures, protocols or interventions created as a result of the project.	- UNDP Staff - UN Women Staff - Government officials	- Semi-structured interviews - Desk review	- Evaluator’s standard method for qualitative analysis (see item 4.1)
<b>Evaluation question 11:</b> To what extent did the project actively identify and include the most marginalized in Sri Lanka, ensuring no one is left behind?			
<b>DAC Evaluation Criterion covered by this Evaluation Question:</b> Gender Equality and Human Rights			
<b>Indicators/Criteria</b>	<b>Source of Information</b>	<b>Data Collection Tool</b>	<b>Data Analysis Methods</b>
11.1 Protocols used by the project to target the most vulnerable FHH.	- UN Women Staff - UNDP Staff - CEJ	- Semi-structured interviews - Desk review	- Evaluator’s standard method for qualitative analysis (see item 4.1)
11.2. Perception of FHH of whether the project targeted the most vulnerable FHH.	- FHH	- Semi-structured interviews	- Evaluator’s standard method for qualitative analysis (see item 4.1)

## Appendix C. Documents Reviewed

N	Name
1.	Mapping study of women's self- help groups in Anuradhapura, Kilinochchi and Kurunegala, Sri Lanka
2.	Study on perceptions of reconciliation and peacebuilding among female heads of households including military and war widows in Kilinochchi, Kurunegala and Anuradhapura
3.	Draft perception survey tool on Reconciliation and Peacebuilding among Military and War Widows in Kurunegala, Anuradhapura and Kilinochchi Districts of Sri Lanka implemented by the SSA
4.	Quarterly reports by CEJ for the reporting periods: <ul style="list-style-type: none"> <li>- February to 31st May 2019</li> <li>- July to September 2019</li> <li>- October to December 2019</li> <li>- January to February 2020</li> <li>- January to March 2020</li> <li>- April to June 2020</li> </ul> Bi- Annual report by CEJ for the period February to June 2019 Annual report by CEJ for the period February to December 2019
5.	Revised results framework
6.	Project activity-indicator tracker
7.	Qualitative study on the training needs of female heads of households including military and war widows in Kilinochchi, Kurunegala and Anuradhapura
8.	Women's entrepreneurship and business planning skill development training program agenda <ul style="list-style-type: none"> <li>- Selection criteria</li> <li>- Combined training schedule by UNW, Chrysalis and ISB</li> <li>- Financial literacy and business management module by Chrysalis and ISB</li> <li>- Product Development Training Module (Session Plan)</li> </ul> Training plan
9.	Mental health capacity building rapporteur report – Kurunegala
10.	Draft report of the design thinking workshop facilitated by Citra
11.	Participants manual on Mobilising war and military widows including the women-headed households for sustainable peace
12.	Draft lobby document for amending the law and policy to address sexual bribery in Sri Lanka
13.	Draft code of conduct on sexual bribery and sexual harassment within the public sector
14.	Proposed Amendments to the Human Rights Commission's Sexual Harassment Policy
15.	Public Administration Circular Issued to Prohibit Sexual Harassment and Sexual Bribery in the Public Sector
16.	PBF GPI - Annual Financial Report - October 2019
17.	PBF-IRF 252- Semi Annual- 1262020_ Project Budget (ENGLISH) _Final
18.	CEJ leaflet on sexual bribery <ul style="list-style-type: none"> <li>- for Anuradhapura</li> </ul>

	<ul style="list-style-type: none"> <li>- for Killinochi</li> <li>- for Kurunegala</li> </ul>
19.	Details of women’s collectives
20.	PBF Monitoring and Evaluation requirements summary PBF project document
21.	Communications toolkit
22.	Training module on paralegal services for women’s Development officers and Field officers of the Ministry of women’s and child affairs (in Sinhala)
23.	Handbook for trainees on paralegal services for women’s Development officers and Field officers of the Ministry of women’s and child affairs (in Sinhala)
24.	Minutes of Anti-Sexual Harassment Committee Meeting held on 24 <sup>th</sup> October 2019 with
25.	Ministry of Women & Child Affairs and Dry Zone Development
26.	Update to the Ministry of Women and Child Affairs and Social Security of UNDPs support, meeting minutes from 16 <sup>th</sup> July 2020
27.	Minutes of meeting held to discuss UNDP’s overall engagement with the Ministry of Women and Child Affairs and Social Security (MWCASS) on SGBV & GPI
28.	Handbill on eliminating workplace sexual harassment (Sinhala)
29.	GERAAS Independent Evaluation and Audit Services, UN Women Global Evaluation Quality
30.	Assessment and Rating matrix
31.	Global Evaluation Report Assessment and Analysis System (GERAAS) Guiding Note
32.	Pocket Tool for Managing Evaluation during the COVID-19 pandemic
33.	UNEG Code of Conduct for Evaluation in the UN System
34.	WHO Ethical and safety recommendations for intervention research on violence against women
35.	Training Needs Assessment - Economic Empowerment Component
36.	Value Chain Analysis - Economic Empowerment Component
37.	Training Manual - Leadership and Peacebuilding Sessions

## Appendix D. Evaluation instruments

### For UN Staff

#### **Semi-structured interview guide for the end of project evaluation “Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace”**

Thank you for meeting with us today. I/we have been commissioned by UN Women and the Peace Building Fund to conduct this end of project evaluation for the project “Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace”.

Based on your involvement and role within the project, we would like to use this opportunity to interview you, in order to capture your views, perceptions and feedback on the project. It is intended that your views shared will be used for learning and improving future project designs. We are interested in your understanding of the project, with regard to addressing the issues surrounding experiences of sexual bribery experienced by female headed households as well as the challenges experienced with regard to delivery, and recommendations. There is no right or wrong answer, and any responses shared as part of this interview will not be used to identify you by name, maintaining confidentiality. The findings from interviews with yourself and other identified stakeholders will be tabulated and presented in a report to UN Women and the Peace Building Fund.

The interview is expected to last approximately 40 minutes to an hour. If you choose to, you may terminate your participation at any point of the interview. Before we begin, do you have any questions or need any further clarifications?

Control information:

Name	
Organization/ Institution	
Designation	
Date of interview	
Contact information	

Relevance:

1. Since when have you been engaged with the project?
2. What is your role/association with the project?
  - a. National policy level or local beneficiary level, implementation partner
3. To what extent were the FHHs included in the project design stage?
  - a. To what extent were the needs of the FHHs in the project locations identified
4. Has the project design taken into consideration the heterogeneity of FHHs (including military and war widows) in war affected contexts?
  - a. Probe for multiple categories of FHHs such as women who are divorced, separated, abandoned, and those with disabled partners (also related to long-drawn effects of the armed ethnic conflict)
  - b. Explore why or why not?
5. How familiar are you with the issue pertaining to sexual bribery?
  - a. How does the project align with the national and local level policies?
  - b. How does the project align with the identified needs of the targeted beneficiaries?
  - c. Are there any identified gaps between identified needs and implementation activities?
6. How familiar are you with regard to reporting mechanisms on issues pertaining to sexual bribery?
  - a. What are some of the existing mechanisms and gaps/challenges in this area as per your knowledge?
7. How familiar are you with regard to the challenges associated with livelihood assistance for FHHs?
  - a. How does the project align with the national and local level policies?
  - b. How does the project align with the identified needs of the targeted beneficiaries?
  - c. Are there any identified gaps between identified needs and implementation activities?
8. How has the project design understood and acted on differentiated access to and use of sustainable livelihoods and social support services?
9. How has the project design responded to the context related changes such as political upheaval and global health crisis such as COVID19?

Efficiency:

1. With regard to the budget
  - a. How were the proposed activities implemented within the budgetary limits?
  - b. How was the budget spread across the project duration?
  - c. When external challenges were experienced, was or how was the budget adjusted accordingly to meet the desired outcomes?
    - i. was there flexibility in this regard?
    - ii. were outputs/activities revised accordingly?
2. On staffing

- a. Was/is staffing adequate for the implementation of the project objectives?
- b. Was/is there a requirement for training of staff to be responsive to the sensitivity of the subject matter?
3. Was the time allocated for implementation adequate?
  - a. How did you respond to changes in timelines as a result of external shocks such as the constitutional crisis, Easter attacks, COVID19?
  - b. What measures were taken to ensure all outputs were delivered in keeping with the initial no cost extension?
  - c. did this have a financial implication?
4. Coordination and collaboration:
  - a. At which stage did the coordination/ collaboration begin between agencies and implementation partners?
  - b. To what extent did the institutions/implementing partners coordinate during implementation of Project outputs?
  - c. What are some of the factors that facilitated/hindered coordination between multiple institutions and agencies for implementation of the project?
  - d. How has this facilitated/hindered the achievement of results?

#### Effectiveness

1. In your view, has the project contributed towards conditions conducive to social empowerment for the FHHs to deal with the issues of sexual bribery and sexual exploitation?
  - a. Could you share some examples?
2. In your view, has the project contributed towards conditions conducive to **economic** empowerment for the FHHs to deal with the issues of sexual bribery and sexual exploitation? (since this is still being implemented, ask about future expectations in this regard)
  - a. probe for examples, or expected/desired outcomes?
3. What measurable changes in preventing and responding to sexual bribery and protection of FHHs from sexual exploitation had taken place as a result of the project?
  - a. To what extent are FHHs aware of response mechanisms available to them in the event of an incident of proposition of sexual bribery?
  - b. To what extent do FHHs make use of the reporting/protection mechanisms available?
    - i. Can you share any examples of incidents when FHHs have benefited?
4. Has there been any changes in public institutions to prevent and respond to incidents of sexual bribery?
  - a. Has there been any formal commitment from public institutions indicating changes to existing practices aimed at preventing prevent and/or responding respond to incidents of sexual bribery?  
probe for: the establishment of anti-sexual harassment committees; broadening of the definition of bribery to include sexual favours; commitment of financial resources; capacity building workshops
5. To what extent were the following outputs delivered? What were the key results in the following outputs? Which outputs had the most/least results as compared to the initial plan? What may have contributed to this?
  - i. Output 1.1 Female heads of households, including military widows and war widows have **increased knowledge** of their rights and have access to complaint mechanisms on bribery.

- ii. Output 1.2 **Civil society is strengthened** to provide services for the protection of victims of sexual exploitation and sexual bribery
- iii. Output 1.3 Female heads of households, including military widows and war widows **increase their entrepreneurial knowledge and skills**
- iv. Output 2.1 The **capacity of public institutions** and officials are built to prevent and respond to bribery and to **protect female heads** of households, including military and war widows from sexual exploitation.
- v. Output 2.2 Strengthen existing accountability mechanisms to report and responsibility mechanisms to report and respond to sexual bribery and exploitation.

### Impact

1. What measurable changes in women's contribution to household survival have occurred?
  2. Have there been increases in reporting of incidents of sexual bribery as a result of increased awareness?
    - a. Why or why not?
  3. What measurable changes in women's contribution to and participation in building a more cohesive and inclusive society have occurred as a result of support provided by the project to target stakeholders?
    - a. Have there been any examples of social cohesion as a result of the collectives created through the project?
  4. Which communication channel utilized as part of the project had the widest reach?
    - a. Disaggregate by beneficiaries and (broader) project/community participants
  5. What changes to existing institutional processes, practices, and structures within ministries, particularly with regard to anti-sexual harassment have been implemented?
  6. What are the early indications of peacebuilding impact as a result of the implementation of the project?
- (If the diversity fairs have been implemented at the time)
7. Has there been any visible, organic social cohesion across ethnicities or geographical boundaries as a result of the diversity fairs?
  8. Have there been any alternative examples of social cohesion as a result of the formation of women's collectives?

### Sustainability

1. To what extent has local capacity been strengthened in order to ensure sustainability of the FHH groups established?
  - a. To what extent has the capacity of partner organisations been strengthened through this project?
    - i. probe for trainings, capacity building workshops etc attended
    - ii. probe for application of knowledge gained at said trainings or capacity building workshops.
  - b. What factors can be considered to attribute to increased capacity of local partners/beneficiaries?
  - c. Have partner organisations initiated engagement with identified groups independent of the project preview?
  - d. What is your perception of continued local partner engagement with identified beneficiary groups beyond the project duration?



- e. Have any measures been taken to ensure that partner organisations will self-sustain beyond the project duration?
  - i. probe for examples

With regard to engagement with Ministry officials in particular:

- 2. Is there any evidence of national government partners' committed to continuing the project or elements of the project beyond the project lifetime?
- 3. What resources have been allocated to ensure continuation of the agenda on sexual extortion beyond the project period?
- 4. Have there been any changes to legislation or establishment of committees or protocols since the project was initiated towards the protection of women?
  - a. What has UN Women's role been in this regard?

Gender equality and human rights

- 1. Comparing the initial stages of the project with the end, has there been any observed changes in mindset among beneficiary communities with regard to the role of FHHs and their position/perception in society?
- 2. Through communications/interactions with service providers or local implementing partners, has there been any positive or negative feedback with regard to the role of FHHs and their position/perception in society attributed to the implementation of this project?
  - a. please elaborate/ provide examples
- 3. Can you provide any examples of the extent to which the project was able to or was not able to address and respond to existing gendered power dynamics, cultural norms and post-war political economies?
- 4. Has there been a perceived change in perception towards FHHs by male local and/or national level government staff members as a result of the project being initiated?

## **For Implementation Partners**

### **Semi-structured interview guide for the end of project evaluation “Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace”**

Thank you for meeting with us today. I/we have been commissioned by UN Women and the Peace Building Fund to conduct this end of project evaluation for the project “Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace”.

Based on your involvement and role within the project, we would like to use this opportunity to interview you, in order to capture your views, perceptions and feedback on the project. It is intended that your views shared will be used for learning and improving future project designs. We are interested in your understanding of the project, with regard to addressing the issues surrounding experiences of sexual bribery experienced by female headed households as well as the challenges experienced with regard to delivery, and recommendations. There is no right or wrong answer, and any responses shared as part of this interview will not be used to identify you by name, maintaining confidentiality. The findings from interviews with yourself and other identified stakeholders will be tabulated and presented in a report to UN Women and the Peace Building Fund.

The interview is expected to last approximately 40 minutes to an hour. If you choose to, you may terminate your participation at any point of the interview. Before we begin, do you have any questions or need any further clarifications?

Control information:

Name	
Organization/ Institution	
Designation	
Date of interview	
Contact information	

Relevance:

1. What is your role/association with the project?
  - a. probe for National policy level or local beneficiary level, implementation partner or other
2. Since when have you been engaged with the project?
3. To what extent were the FHHs included in the project design stage?
4. To what extent was the heterogeneity of FHHs (including military and war widows) in war affected contexts taken into consideration for the selection of beneficiaries?
  - a. Probe for multiple categories of FHHs such as women who are divorced, separated, abandoned, and those with disabled partners (also related to long-drawn effects of the armed ethnic conflict)
  - b. Explore why or why not certain categories of FHHs were excluded/included?
5. To what extent does the project outcomes align with the needs of the local community?
6. How familiar are you with the issue pertaining to sexual bribery?
  - a. How does the project align with the national and local level policies?
  - b. How does the project align with the identified needs of the targeted beneficiaries?
  - c. Are there any identified gaps between identified needs and implementation activities?
7. How familiar are you with regard to reporting mechanisms on issues pertaining to sexual bribery?
  - a. What are some of the existing mechanisms and gaps/challenges in this area as per your knowledge?
8. How familiar are you with regard to the challenges associated with livelihood assistance for FHHs?
  - a. How does the project align with the national and local level policies?
  - b. How does the project align with the identified needs of the targeted beneficiaries?
  - c. Are there any identified gaps between identified needs and implementation activities?
9. How has the project design understood and acted on differentiated access to and use of sustainable livelihoods and social support services?
10. How has the project design responded to the context related changes such as political upheaval and global health crisis such as COVID19?

Efficiency:

1. With regard to the budget
  - a. How were the proposed activities implemented within the budgetary limits?
  - b. How was the budget spread across the project duration?
  - c. When external challenges were experienced, was or how was the budget adjusted accordingly to meet the desired outcomes?
    - i. was there flexibility in this regard?

- ii. were outputs/activities revised accordingly?
- 2. On staffing
  - a. Was/is staffing adequate for the implementation of the project objectives?
  - b. Was/is there a requirement for training staff to be responsive to the sensitivity of the subject matter?
- 3. Was the time allocated for implementation adequate?
  - a. How did you respond to changes in timelines as a result of external shocks such as the constitutional crisis, Easter attacks, COVID19?
  - b. What measures were taken to ensure all outputs were delivered in keeping with the initial no cost extension?
    - i. did this have a financial implication?
- 4. Coordination and collaboration:
  - a. At which stage did the coordination/ collaboration begin between yourself and the funding agency?
  - b. Was there any collaboration across implementation agencies?
  - c. To what extent did the institutions/implementing partners coordinate during implementation of Project outputs?
  - d. What are some of the factors that facilitated/hindered coordination between multiple institutions and agencies for implementation of the project?
  - e. How has this facilitated/hindered the achievement of results?

#### Effectiveness

- 1. In your view, has the project contributed towards conditions conducive to social empowerment for the FHHs to deal with the issues of sexual bribery and sexual exploitation? i.e. how has the formation of widows' collectives helped the members?
  - a. Could you share some examples?
  - b. To what extent would you say that members of the collectives have increased knowledge of their rights with regard to sexual exploitation?
    - i. is there a distinction by type of FHH?
  - c. To what extent are FHHs likely to utilise online/offline complaints reporting platforms?
    - i. please elaborate
- 2. How has the project helped beneficiaries who received grants to start or improve business ventures?
  - a. Do you see a distinction based on the FHH category or household composition?
- 3. In your view, has the project contributed towards conditions conducive to **economic** empowerment for the FHHs to deal with the issues of sexual bribery and sexual exploitation? (since this is still being implemented, ask about future expectations in this regard)
  - a. probe for examples, or expected/desired outcomes?
- 4. What measurable changes in preventing and responding to sexual bribery and protection of FHHs from sexual exploitation had taken place as a result of the project?
  - a. To what extent are FHHs aware of response mechanisms available to them in the event of an incident of proposition of sexual bribery?
  - b. To what extent do FHHs make use of the mechanisms available?
    - i. Can you share any examples of incidents when FHHs have benefited?
    - ii. What are some of the possible reasons for FHHs to utilise or not utilize the protection/reporting mechanism?

5. Has there been any changes in public institutions to prevent and respond to incidents of sexual bribery?
  - a. Has there been any formal commitment from public institutions indicating changes to existing practices aimed at preventing and/or responding to incidents of sexual bribery?
    - i. probe for: the establishment of anti-sexual harassment committees; broadening of the definition of bribery to include sexual favours; commitment of financial resources; capacity building workshops
  - b. What are some of the factors contributing to revision/non-revision within public institutions?
6. To what extent were the following outputs delivered?
  - a. What were the key results in the following outputs?
  - b. Which outputs had the most/least results as compared to the initial plan? What may have contributed to this?
    - i. Output 1.1 Female heads of households, including military widows and war widows have increased knowledge of their rights and have access to complaint mechanisms on bribery.
    - ii. Output 1.2 Civil society Is strengthened to provide services for the protection of victims of sexual exploitation and sexual bribery
    - iii. Output 1.3 Female heads of households, including military widows and war widows increase their entrepreneurial knowledge and skills
    - iv. Output 2.1 The capacity of public institutions and officials are built to prevent and respond to bribery and to protect female heads of households, including military and war widows from sexual exploitation.
    - v. Output 2.2 Strengthen existing accountability mechanisms to report and responsibility mechanisms to report and respond to sexual bribery and exploitation.

#### Impact

1. What measurable changes in women's contribution to household survival have occurred?
2. Have there been increases in reporting of incidents of sexual bribery as a result of increased awareness?
  - a. Why or why not?
3. What measurable changes in women's contribution to and participation in building a more cohesive and inclusive society have occurred as a result of support provided by the project to target stakeholders?
  - a. Have there been any examples of social cohesion as a result of the collectives created through the project?
4. Which communication channel utilized as part of the project had the widest reach?
  - a. Disaggregate by beneficiaries and (broader) project/community participants
5. What changes to existing institutional processes, practices, and structures within ministries, particularly with regard to anti-sexual harassment have been implemented?
6. What are the early indications of peacebuilding impact as a result of the implementation of the project?

(If the diversity fairs have been implemented at the time)
7. Has there been any visible, organic social cohesion across ethnicities or geographical boundaries as a result of the diversity fairs?

8. Have there been any alternative examples of social cohesion as a result of the formation of women's collectives?

Sustainability

1. To what extent has local capacity been strengthened in order to ensure sustainability of the FHH groups established?
  - a. To what extent has the capacity of partner organisations been strengthened through this project?
    - i. probe for trainings, capacity building workshops etc.
  - b. What factors can be considered to attribute to increased capacity?
  - c. Have partner organisations initiated engagement with identified groups independent of the project per view?
  - d. What is your perception of continued local partner engagement with identified beneficiary groups beyond the project duration?
  - e. Have any measures been taken to ensure that partner organisations will self-sustain beyond the project duration?
    - i. probe for examples

With regard to engagement with Ministry officials in particular:

2. What evidence do you see of national government agencies' commitment to (continuing to) make changes with regard to sexual bribery beyond the project lifetime?
3. What resources have been allocated to ensure continuation of the agenda on sexual extortion beyond the project period?
4. Have there been any changes to legislation or establishment of committees or protocols since the project was initiated towards the protection of women?
  - a. What has your organisation's role been in this regard?

Gender equality and human rights

1. Comparing the initial stages of the project with the end, has there been any observed changes in mindset among beneficiary communities with regard to the role of FHHs and their position/perception in society?
2. Has there been any (positive or negative) feedback with regard to the role of FHHs and their position/perception in society attributed to the implementation of this project?
  - a. please elaborate/ provide examples
3. Can you provide any examples of the extent to which the project was able to or was not able to address and respond to existing gendered power dynamics, cultural norms and post-war political economies?
4. Has there been a perceived change in perception towards FHHs by male local and/or national level government staff members as a result of the project being initiated?

**For Government Partners/Representatives**

**Semi-structured interview guide for the end of project evaluation “Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace”**

Thank you for meeting with us today. I/we have been commissioned by UN Women and the Peace Building Fund to conduct this end of project evaluation for the project “Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace”.

Based on your involvement and role within the project, we would like to use this opportunity to interview you, in order to capture your views, perceptions and feedback on the project. It is intended that your views shared will be used for learning and improving future project designs. We are interested in your understanding of the project, with regard to addressing the issues surrounding experiences of sexual bribery experienced by female headed households as well as the challenges experienced with regard to delivery, and recommendations. There is no right or wrong answer, and any responses shared as part of this interview will not be used to identify you by name, maintaining confidentiality. The findings from interviews with yourself and other identified stakeholders will be tabulated and presented in a report to UN Women and the Peace Building Fund.

The interview is expected to last approximately 40 minutes to an hour. If you choose to, you may terminate your participation at any point of the interview. Before we begin, do you have any questions or need any further clarifications?

Control information:

Name	
Organization/ Institution	
Designation	
Date of interview	
Contact information	

Relevance:

1. What is your role/association with the project?
  - a. probe for National policy level or local beneficiary level, implementation partner or other
2. Since when have you been engaged with the project?
3. How familiar are you with the issue pertaining to sexual bribery?
  - a. How does the project align with the national and local level policies?
  - b. How does the project align with the identified needs of the targeted beneficiaries?
  - c. Are there any identified gaps between needs of the targeted beneficiaries and implementation activities?
4. How familiar are you with regard to reporting mechanisms on issues pertaining to sexual bribery?
  - a. What are some of the existing mechanisms and gaps/challenges in this area as per your knowledge?
5. How familiar are you with regard to the challenges associated with livelihood assistance for FHHs?
  - a. How does the project align with the national and local level policies?
  - b. How does the project align with the identified needs of the targeted beneficiaries?
  - c. Are there any identified gaps between identified needs and implementation activities?

Efficiency:

1. On staffing
  - a. Was/is staffing adequate for the implementation of the project objectives?
  - b. Was/is there a requirement for staff to be trained in order to be responsive to the sensitivity of the subject matter?
2. Was the time allocated for implementation adequate?
  - a. How did you respond to changes in timelines as a result of external shocks such as the constitutional crisis, Easter attacks, COVID19, elections etc?
3. Coordination and collaboration:
  - a. At which stage did the coordination/ collaboration begin between yourself and UN Women/UNDP?
  - b. Did you collaborate with multiple agencies?
    - i. What were they?
  - c. To what extent did the institutions/implementing partners coordinate during implementation of Project outputs?
  - d. What are some of the factors that facilitated/hindered coordination between multiple institutions and agencies for implementation of the project?
4. What are some of the factors that facilitated/hindered the achievement of results?



Effectiveness

1. What measurable changes in preventing and responding to sexual bribery and protection of FHHs from sexual exploitation have taken place as a result of the project?
2. In your view, has the project contributed towards conditions conducive to social empowerment for the FHHs to deal with the issues of sexual bribery and sexual exploitation?
  - a. Could you elaborate?
3. In your view, has the project contributed towards conditions conducive to **economic** empowerment for the FHHs to deal with the issues of sexual bribery and sexual exploitation? (since this is still being implemented, ask about future expectations in this regard)
  - a. Could you elaborate?
4. In your knowledge, has there been any changes in public institutions to prevent and/or respond to incidents of sexual bribery?
  - a. Has there been any formal commitment from public institutions indicating changes to existing practices aimed at preventing and/or responding to incidents of sexual bribery?
    - i. probe for: the establishment of anti-sexual harassment committees; broadening of the definition of bribery to include sexual favours; commitment of financial resources; capacity building workshops
    - ii. probe for circulars/policies/guidelines directed towards preventing incidents of sexual bribery
  - b. What are some of the factors contributing to revision/non-revision within public institutions?
5. To what extent were the following outputs delivered? To what extent are you familiar with these proposed outputs:
  - a. anti-sexual harassment committees
  - b. sensitisation programmes held for public officials on sexual harassment policies, legal frameworks, guidelines on response mechanisms, and accountability measures.
  - c. course on handling bribery complaints, including sexual bribery, harassment and exploitation
  - d. legal aid clinics on providing preliminary legal assistance to survivors of SE/SB
6. If you have participated in capacity building trainings/workshops, what is your perception towards your individual and institutional capacity to prevent SE/SB from occurring?
  - a. can you share any feedback on the trainings conducted?
    - i. probe for usefulness, room for improvement

Impact

1. What changes to existing institutional processes, practices, and structures within ministries, particularly with regard to anti-sexual harassment have been implemented?

Sustainability

1. Have you participated in any trainings delivered by the project?
  - a. If not you personally, did someone in your department participate?

- b. What did you learn?
- c. Were the lessons learnt at the training applicable to you?
  - i. are you able to apply the learning from the training, and if so how?
  - ii. if the learnings are not applicable, what could be done to improve?
2. What is the national government agencies' commitment to continuing to implement the elements of the project beyond the project lifetime?
  - a. Has there been any change since the initiation of the project?
3. What resources have been allocated to ensure continuation of the agenda on sexual extortion beyond the project period?
4. Have there been any changes to legislation or establishment of committees or protocols since the project was initiated towards the protection of women?
  - a. What has UN Women's role been in this regard?

Gender equality and human rights

1. what changes have you or your staff experienced in how women belonging to FHHs are perceived when comparing the beginning of the project to present?
  - a. what could be possible contributory factors?
2. what changes have taken place with regard to service provision towards FHHs by male local and/or national level government staff members as a result of the project being initiated?
3. Can you provide any examples of the extent to which the project contributed towards addressing and respond to existing gendered power dynamics, cultural norms and post-war political economies?

Questionnaire guide for quantitative survey

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My name is \_\_\_\_\_. You have been randomly selected, from a list shared by Rajarata Praja Kendraya/ Women’s Resource Centre/ JSAC/ Viluthu, to obtain your feedback on programmes implemented under the project aimed at empowering women headed households such as yourself. By participating in this discussion, you will not receive any direct benefits; however, the views expressed will be beneficial in informing any projects which will be designed and implemented in the future.

This survey is designed to capture your thoughts and opinions. There is no correct or incorrect response. The answers given today will remain anonymous and no one will be identified individually.

The interview should take between 15-20 minutes of your time. You may choose not to engage in this activity, and there will be no adverse consequences. Additionally, if you do participate, but at any point, if you feel that you would rather not give your views on the matters, you have the freedom to stop answering the questions.

Please confirm that you have understood.  
Ask the respondent if she has any questions before we begin.

මගේ නම \_\_\_\_\_. ඔබ වැනි කාන්තා මූලිකත්වයෙන් යුත් කුටුම්භයන් සවිලල ගැන්වීම අරමුණු කරගත් ව්‍යාපෘතිය යටතේ ක්‍රියාත්මක කරන ලද වැඩසටහන් පිළිබඳව ඔබේ ප්‍රතිපෝෂණය ලබා ගැනීම සඳහා රජරට ප්‍රජා කේන්ද්‍රය කාන්තා සම්පත් මධ්‍යස්ථානය /JSAC/විලුතු විසින් බෙදාගත් ලැයිස්තුවකින් ඔබව අහඹු ලෙස තෝරාගෙන ඇත. මෙම සාකච්ඡාවට සහභාගී වීමෙන් ඔබට කිසිදු සෘජු ප්‍රතිලාභයක් නොලැබෙනු ඇත; කෙසේ වෙතත්, ඔබ විසින් ප්‍රකාශිත අදහස් අනාගතයේ දී සැලසුම් කර ක්‍රියාත්මක කරනු ලබන ඕනෑම ව්‍යාපෘතියක් සඳහා ප්‍රයෝජනවත් වනු ඇත.

මෙම සමීක්ෂණය සැලසුම් කර ඇත්තේ ඔබේ අදහස් සහ අදහස් ග්‍රහණය කර ගැනීම සඳහා ය. මෙහි නිවැරදි හෝ වැරදි ප්‍රතිචාරයක් නොමැත. ඔබ අද ලබා දී ඇති පිළිතුරු නිර්නාමිකව පවතිනු ඇති අතර කිසිදු ප්‍රතිචාර දක්වන්නෙකු තනි තනිව හඳුනා නොගැනේ.

මෙම සම්මුඛ පරීක්ෂණයට ඔබේ වේලාවෙන් විනාඩි 15-20 අතර කාලයක් ගත වේ. ඔබට අවශ්‍යනම් මෙම සමීක්ෂණයට සහභාගී නොවී සිටීමට හැකි අතර එයින් ඔබට අහිතකර ප්‍රතිඵලයක් ඇති නොවේ. මීට අමතරව, ඔබ මෙම සමීක්ෂණයට සහභාගී වන්නේ නම්, ඕනෑම අවස්ථාවක ඔබේ අදහස් ලබා නොදීමට සිතේනම්, ප්‍රශ්නවලට පිළිතුරු දීම නැවැත්වීමට ඔබට නිදහස තිබේ.

ඔබ මෙය තේරුම් ගෙන ඇති බව කරුණාකර තහවුරු කරන්න.  
ආරම්භ කිරීමට පෙර ප්‍රතිචාර දක්වන්නියට කිසියම් ප්‍රශ්නයක් ඇත්දැයි විමසන්න.

என் பெயர் \_\_\_\_\_. உங்களைப் போன்ற பெண்கள் தலைமையிலான குடும்பங்களை மேம்படுத்துவதை நோக்கமாகக் கொண்ட திட்டத்தின் கீழ் செயல்படுத்தப்பட்ட திட்டங்கள் குறித்த உங்கள் கருத்தைப் பெற, ரஜரட் பிரஜா கேந்திரயா / மகளிர் வள மையம் / ஜே.எஸ்.ஏ.சி / விலுது

ஆகியோரால் பகிரப்பட்ட பட்டியலிலிருந்து நீங்கள் எழுமாராக இந்த ஆய்வுக்கு தேர்ந்தெடுக்கப்பட்டிருக்கிறீர்கள்.

இந்த கலந்துரையாடலில் பங்கேற்பதன் மூலம், நீங்கள் எந்தவித நேரடி நன்மைகளையும் பெற மாட்டீர்கள், எவ்வாறாயினும், எதிர்காலத்தில் வடிவமைக்கப்படக்கூடிய மற்றும் நடைமுறைப்படுத்தப்படும் எந்தவொரு திட்டங்களுக்கும் நீங்கள் தெரிவிக்கும் / வெளிப்படுத்தப்படும் கருத்துக்கள் பயனளிக்கும்

இந்த ஆய்வு உங்கள் எண்ணங்களையும் கருத்துகளையும் பெற்றுக்கொள்வதற்காக வடிவமைக்கப்பட்டுள்ளது. சரியான அல்லது தவறான பதில் எதுவும் இல்லை. இன்று கொடுக்கப்பட்ட பதில்கள் யாவும் இரகசியமாகவும் எவ்வித அடையாளங்களையும் வெளிப்படுத்தப்படமாட்டாது அநாமதேயமாக இருக்கும், மேலும் யாரும் தனித்தனியாக அடையாளம் காட்டப்பட மாட்டார்கள்.

உங்கள் நேரத்தில் 15-20 நிமிடங்களுக்கு இடையில் இந்த நேர்காணல் அமையலாம். இந்தச் செயலில் ஈடுபடாமல் இருக்கவும் முடியும், மேலும் எந்தவிதமான மோசமான விளைவுகளும் ஏற்படுத்தாது மாறாக நீங்கள் மேலதிகமாக இவ்வாய்வில் பங்கேற்கிறீர்கள், ஆனால் எந்த நேரத்திலும், விஷயங்களில் உங்கள் கருத்துக்களை நீங்கள் கொடுக்க மாட்டீர்கள் என்று நீங்கள் நினைத்தால், கேள்விகளுக்கு பதிலளிப்பதை நிறுத்த உங்களுக்கு பூரண சுதந்திரம் உள்ளது.

நீங்கள் புரிந்து கொண்டீர்கள் என்பதை உறுதிப்படுத்தவும் நாங்கள் தொடங்குவதற்கு முன் பதிலளிப்பவரிடம் ஏதேனும் கேள்விகள் இருக்கிறதா என்று கேளுங்கள்.

Date of survey සමීක්ෂණ දිනය	
Interviewer සමීක්ෂක පරීක්ෂක	
Phone number දුරකතන අංකය	

Basic Information (BI)		
1. May I begin මට දැන් ආරම්භ කළ හැකිද? எனக்கு இப்பொழுது ஆரம்பிக்கலாமா?	1. Yes இல்லை 2. no கல்லை	If yes, go to (2) If no, “ask for a suitable date and time to call back” පිළිතුර இல்லை නම්, (2) වෙත යන්න එසේ නොවේ නම්, “නැවත ඇමතීමට සුදුසු දිනයක් සඳහා”

		වේලාවක් ඉල්ලා සිටින්න”
<p>2. Could you tell me your name?          ඔබේ නම මට කියන්න පුළුවන්ද?          உங்களின் பெயரை சொல்லமுடியுமா?</p>		
<p>3. What is the District you belong to          ඔබ අයත් දිස්ත්‍රික්කය කුමක්ද?          உங்களின் மாவட்டம் எது ?</p>	<p>1. Kurunegala කුරුණෑගල          2. Anuradhapura අනුරාධපුරය          3. Killinochchi කිලිනොච්චිය</p>	
<p>4. DS Division          ප්‍රාදේශීය ලේකම් කොට්ඨාශය          பிரதேச செயலக பிரிவு</p>	<p>&lt;create dropdown of DS divisions for each corresponding district&gt;          &lt;එක් එක් අනුරූපී දිස්ත්‍රික්ක සඳහා ප්‍රාදේශීය ලේකම් කොට්ඨාශ පහත ආකාරයට දක්වන්න&gt;</p> <p>3A Kurunegala කුරුණෑගල</p> <ol style="list-style-type: none"> <li>1. Kurunegala කුරුණෑගල</li> <li>2. Polgahawela පොල්ගහවෙල</li> <li>3. Rideegama රීදීගම</li> <li>4. Mawathagama මාවතගම</li> <li>5. Ibbagamuwa ඉබ්බාගමුව</li> <li>6. Wariyapola වාරියපොළ</li> <li>7. Nikaweratiya නිකවැරටිය</li> </ol> <p>3B Anuradhapura අනුරාධපුරය</p> <ol style="list-style-type: none"> <li>1. Kekirawa කෙකිරාව</li> <li>2. Nuwaragam Palatha Central මැද නුවරගම පළාත</li> <li>3. Nuwaragam Palatha East නැගෙනහිර නුවරගම පළාත</li> <li>4. Mahawilachchiya මහවිලච්චිය</li> <li>5. Kebitigollewa කැබිතිගොල්ලුව</li> <li>6. Galenbidunuwewa ගලෙන්බිදුනුවුව</li> </ol>	

	<p>7. Galnewa ගල්නෑව</p> <p>3C Killinochchi කිලිනොච්චිය</p> <p>1. Karachchi කරච්චි</p> <p>2. Poonakary පූනාකර්</p> <p>3. Pachchilapalli පච්චිලපල්ලි</p> <p>4. Kandawalai කන්දලාලෙයි</p>	
<p>5. GN Division (text)</p> <p>ග්‍රාමසේවා නිලධාරී කොට්ඨාශය</p> <p>கிராம அலுவலர் பிரிவு</p>		
<p>6. Age වයස වයස</p>		
<p>7. Religion (select one)</p> <p>ආගම (එකක් තෝරන්න)</p> <p>சமயம்</p>	<p>Buddhism බෞද්ධ</p> <p>Hinduism හින්දු</p> <p>Islam ඉස්ලාම්</p> <p>Christianity ක්‍රිස්තියානි</p> <p>Catholicism කතෝලික</p> <p>Other (specify) වෙනත් (සඳහන් කරන්න)</p>	
<p>8. Ethnicity (select one)</p> <p>ජාතිය (එකක් තෝරන්න)</p> <p>இனம்</p>	<p>Sinhala සිංහල</p> <p>Sri Lankan Tamil ශ්‍රී ලංකා දෙමළ</p> <p>Sri Lanka Moor ශ්‍රී ලංකා මුර්</p> <p>Up-country Tamil උඩරට දෙමළ</p> <p>Other (specify) වෙනත් (සඳහන් කරන්න)</p>	
<p>9. What is your civil status (select one)</p> <p>ඔබගේ විවාහක/අවිවාහක තත්වය කුමක්ද (එකක් තෝරන්න)</p> <p>உமது சிவில் நிலை பற்றியது (ஒன்றை தெரிவு செய்க)</p>	<p>Unmarried අවිවාහක</p> <p>Married විවාහක</p> <p>Living with a man, not married විවාහ නොවී පිරිමියෙකු සමඟ ජීවත් වීම</p> <p>Abandoned අනහැර දමා ඇත</p> <p>Separated වෙන්ව සිටී</p> <p>Divorced දික්කසාද විය</p> <p>Widowed වැන්දඹු</p> <p>Other (may include disappeared) වෙනත් (අතුරුදහන් වූවන් ද ඇතුළත් විය හැකිය)</p>	
<p>10. How many dependents are in your house (number)</p> <p>ඔබගේ නිවසේ යැපෙන්නන් කී දෙනෙක් සිටීද (ගණන)</p>		

<p>உங்கள் வீட்டில் எத்தனை பேர் உங்கள் வருமானத்தை சார்ந்து வாழ்கின்றனர் (எண்ணிக்கை)</p>		
<p>11. Who are they? (select multiple)          இவர்களை யார்? (அக்கை வலியை தோராயமாக) அவர்கள் யார்?</p>	<p>Parents දෙමාපියන්          Young children (under the age of 16) කුඩා දරුවන් (වයස අවුරුදු 16 ට අඩු)          Adult children වැඩිහිටි දරුවන්          Disabled partner අබාධිත සහකරු          Other වෙනත්</p>	
<p>12. Do you receive a pension or other assistance from the state? (husbands salary,pension, widows assistance)          இவ்விலக்கு அல்லது வேறு உதவிகளை பெறுகின்றீர்களா? (கணவரின் சம்பளம், ஓய்வூதியம், விதவை உதவித் தொகை )</p>	<p>Yes இல்லை          No தலை</p>	
<p>About the project (AP)</p>		
<p>13. How did you learn about this group/programme?          இவ்விலக்கு/விலக்குகளை எவ்வாறு இவ்விலக்குகளைக் குறிப்பிட்டுள்ளீர்கள்?</p>	<p>Some one from WRC/RPK/JSAC/Viluthu approached me          WRC/RPK/JSAC/Viluthu අයෙකු මා වෙත ප්‍රවේශ විය          Another FHH introduced you          තවත් කාන්තා ගෘහ මූලික කුටුම්භයක් ඔබව හඳුන්වා දුන්නා          Other (specify)          වෙනත් (සඳහන් කරන්න)</p>	
<p>14. When did you join this group/programme?          இவ்விலக்கு/விலக்குகளை சேர்ந்தது          காலம்/ஆண்டு</p>	<p>&lt;month /year&gt;          &lt;මාසය/අවුරුද්ද&gt;</p>	

<p>நிகழ்ச்சியுடன் எப்போது இணைந்தீர்கள் ?</p>		
<p>15. How often do you meet (select one)          இவ் கொழுவை வாரம் ஒருமுறை அல்லது அதற்கு மேல் (එකක් තෝරන්න)          நீங்கள் எத்தனை தடவை சந்திப்பீர்கள்?</p>	<p>Never කවදාවත්          Once a week සතියකට වරක්          Once a month මසකට වරක්          Once in two months මාස දෙකකට වරක්          Whenever there is a training පුහුණුවක් ඇති සෑම අවස්ථාවකම</p>	
<p>16. Have you participated in any trainings/ awareness programmes through this group?          இவ் குழு மூலமாக ஏதாவது பயிற்சிகள்/ விழிப்புணர்வு நிகழ்ச்சிகளில் பங்குபற்றி இருக்கிறீர்களா?</p>	<p>Yes இல்லை          No නැහැ</p>	
<p>17. Which trainings/awareness programmes have you participated in?          (Select multiple)          (note: allow respondents to recall trainings provided before listing the trainings)          இவ் குழுவில் நீங்கள் பங்குபற்றிய பயிற்சிகள்/ விழிப்புணர்வு நிகழ்ச்சிகளில் பங்குபற்றி இருக்கிறீர்கள்?          ( பல விடைகள் தெரிவு செய்யலாம்)</p>	<p>-Leadership and peacebuilding - නායකත්ව පුහුණු හා සාමය ගොඩනැගීම          - to identify and deal with children and adolescents at risk of substance abuse - මන්දුවා භාවිතයේ අවදානමට ලක්ව සිටින ළමුන් සහ නව යොවුන් දරුවන් හඳුනා ගැනීම සහ ඔවුන් සමඟ කටයුතු කිරීම          - Awareness on sexual bribery - ලිංගික අල්ලස් පිළිබඳ දැනුවත්භාවය          - Legal awareness programme - නීතිපිළිබඳ දැනුවත් කිරීමේ වැඩසටහන          - trainings related to livelihood development (Product Development, Financial Literacy &amp; Business Planning, Marketing and</p>	



<p>( குறிப்பு: பயிற்சிகளை பட்டியல் படுத்த முதல் பதில் அளிப்பவருக்கு அவருக்கு வழங்கப்பட்ட பயிற்சிகளை நினைவு படித்திக்கொள்ள அவகாசம் அளிக்கவும் )</p>	<p>Technology) - ජීවනෝපාය සංවර්ධනයට අදාළ පුහුණු කිරීම් (නිෂ්පාදන සංවර්ධනය, මූල්‍ය සාක්ෂරතාවය සහ ව්‍යාපාර සැලසුම්කරණය, අලෙවිකරණය සහ තාක්ෂණය)</p>	
<p>18. How satisfied were you with each of the trainings you attended? (ask satisfaction for each training attended) ඔබ සහභාගී වූ එක් එක් පුහුණුවීම් පිළිබඳව ඔබ කෙතරම් තෘප්තිමත්ද? (සහභාගී වූ සෑම පුහුණුවක් සඳහාම ඔවුන් ලදතෘප්තිමත් භාවය ඉල්ලා සිටින්න)</p>		
<p>-Leadership and peacebuilding - නායකත්ව පුහුණු හා සාමය ගොඩනැගීම</p>	<p>Very satisfied ඉතා තෘප්තිමත් Satisfied තෘප්තිමත් Not Satisfied තෘප්තිමත් නොවේ Very unsatisfied ඉතාමත් සෑහීමකට පත්නොවේ</p>	
<p>- Awareness on sexual bribery - ලිංගික අල්ලස් පිළිබඳ දැනුවත්භාවය</p>	<p>Very satisfied ඉතා තෘප්තිමත් Satisfied තෘප්තිමත් Not Satisfied තෘප්තිමත් නොවේ Very unsatisfied ඉතාමත් සෑහීමකට පත්නොවේ</p>	
<p>- to identify and deal with children and adolescents at risk of substance abuse - මන්ද්‍රව්‍ය භාවිතයේ අවදානමට ලක්ව සිටින ළමුන් සහ නව යොවුන් දරුවන් හඳුනා ගැනීම සහ ඔවුන් සමඟ කටයුතු කිරීම</p>	<p>Very satisfied ඉතා තෘප්තිමත් Satisfied තෘප්තිමත් Not Satisfied තෘප්තිමත් නොවේ Very unsatisfied ඉතාමත් සෑහීමකට පත්නොවේ</p>	
<p>- Legal awareness programme - නීතිපිළිබඳ දැනුවත් කිරීමේ වැඩසටහන</p>	<p>Very satisfied ඉතා තෘප්තිමත් Satisfied තෘප්තිමත් Not Satisfied තෘප්තිමත් නොවේ Very unsatisfied ඉතාමත් සෑහීමකට පත්නොවේ</p>	
<p>- trainings related to livelihood development (Product Development, Financial Literacy &amp; Business Planning, Marketing and Technology) - ජීවනෝපාය සංවර්ධනයට අදාළ පුහුණු කිරීම් (නිෂ්පාදන සංවර්ධනය, මූල්‍ය සාක්ෂරතාවය සහ</p>	<p>Very satisfied ඉතා තෘප්තිමත් Satisfied තෘප්තිමත් Not Satisfied තෘප්තිමත් නොවේ Very unsatisfied ඉතාමත් සෑහීමකට පත්නොවේ</p>	

<p>ව්‍යාපාර සැලසුම්කරණය, අලෙවිකරණය සහ තාක්ෂණය)</p>		
<p>19. Have you shared your knowledge with anyone outside of the group? &lt;other women in the community&gt;                  ඔබ ලද දැනුම කණ්ඩායමේ පිටත කිසිවෙකු සමඟ බෙදාගෙන තිබේද? &lt;ප්‍රජාවේ අනෙකුත් කාන්තාවන්&gt;                  உங்கள் அறிவை குழுவிற்கு வெளியே யாரிடமும் பகிர்ந்து கொண்டீர்களா? &lt;சமூகத்தில் உள்ள பிற பெண்களுடன் &gt;</p>	<p>Yes ඔව්                  No නැහැ</p>	
<p>20. have members of the group met outside of the trainings provided?                  ලබා දී ඇති පුහුණුවීම් වලින් පිටත අවස්ථා වල කණ්ඩායමේ සාමාජිකයින් හමු වී තිබේද?                  உங்களுக்கு வழங்கப்பட்ட பயிற்சிகளுக்கு வெளியில் குழு அங்கத்தவர்களை சந்தித்துள்ளீர்களா?</p>	<p>Yes ඔව්                  No නැහැ</p>	
<p>PUPPET SHOW</p>		
<p>21. (There were a series of puppet shows conducted in the Kurunegala and Anuradhapura) Did you attend one of the puppet show conducted?                  (කුරුණෑගල සහ අනුරාධපුර යන ප්‍රදේශවල රුකඩ සංදර්ශන මාලාවක් පවත්වන ලදී) ඔබ පවත්වන ලද රුකඩ ප්‍රසංගයකට සහභාගී වූවාද?                  (குருநாகல் மற்றும் அனுராதபுரத்தில் தொடர் கைப்பாவை நிகழ்ச்சிகள் நடத்தப்பட்டன)</p>	<p>Yes ඔව්                  No නැහැ                  Not relevant (for respondents from Killinochchi) අදාළ නැත (ප්‍රතිචාර දක්වන්නීය කිලිනොච්චියේ ජීවත් වන්නේ නම්)</p>	<p>If yes, go to 22                  If no, go to 23</p>
<p>22. If Yes, what did you think of the content of the puppet show?                  සහභාගී වූයේ නම්, රුකඩ සංදර්ශනයේ අන්තර්ගතය ගැන ඔබ සිතුවේ කුමක්ද?                  ஆம் என்றால், கைப்பாவை நிகழ்ச்சியின் உள்ளடக்கம் குறித்து</p>	<p>Very satisfied ඉතා තෘප්තිමත්                  Satisfied තෘප්තිමත්                  Not Satisfied තෘප්තිමත් නොවේ                  Very unsatisfied ඉතාමත් සෑහීමකට පත්නොවේ</p>	

<p>நீங்கள் என்ன நினைத்தீர்கள்?</p>		
<p>On Sexual bribery and exploitation (SB/SE)</p>		
<p>23. Are you aware of the problem of sexual bribery or sexual exploitation (by service providers)?          சிங்கள அல்லது பாலியல் அல்லது பாலியல் சரண்டல் (சேவை வழங்குநர்களால்) பிரச்சினை பற்றி உங்களுக்குத் தெரியுமா?</p>	<p>Yes இல்லை          No கிடை</p>	
<p>24. Did you know about the issue of sexual bribery or sexual exploitation before joining this group?          மெல கண்டிப்பாக அல்லது பாலியல் சரண்டல் பிரச்சினை பற்றி உங்களுக்குத் தெரியுமா?</p>	<p>Yes இல்லை          No கிடை</p>	
<p>25. How would you consider your knowledge on sexual bribery or sexual exploitation since joining this group/attending training/awareness programmes          மெல கண்டிப்பாக அல்லது பாலியல் சரண்டல் குறித்த உங்கள் அறிவை எவ்வாறு</p>	<p>It has increased significantly          එය සැලකිය යුතු ලෙස වැඩි වී තිබේ          It has increased          එය වැඩි වී ඇත          It has not changed          එය වෙනස් වී නැත</p>	

<p><b>26. Are you aware of mechanisms available to report instances of sexual bribery?</b></p> <p>ලිංගික අල්ලස් සිදුවීම් වාර්තා කිරීමට ඇති යාන්ත්‍රණයන් පිළිබඳව ඔබ දැනුවත්ද?          පාලියල් ලේසු නිලධාරීන්ට          පුරවැසි සේවක සේවකීන් වෙත          පත්‍රිකා භාර දීමට හෝ          වෙනත් ආකාරයකින්          වාර්තා කිරීමට          හැකිද?</p>	<p>Yes ඔව්          No නැහැ</p>	
<p><b>27. Have you reported or know anyone who has reported any incidents of sexual bribery before the project?</b></p> <p>මෙම ව්‍යාපෘතියට පෙර ඔබ හෝ ඔබ දන්නා අයෙකු ලිංගික අල්ලස් සිදුවීම් වාර්තා කර තිබේද?          තිදිනකට පෙර පාලියල් ලේසු          පත්‍රිකා භාර දීමට හෝ          වෙනත් ආකාරයකින්          වාර්තා කිරීමට          හැකිද?          ? අல்லතු පාලියල් ලේසු          පත්‍රිකා භාර දීමට හෝ          වෙනත් ආකාරයකින්          වාර්තා කිරීමට          හැකිද?</p>	<p>Yes ඔව්          No නැහැ</p>	
<p><b>28. Have you reported or know anyone who has reported any incidents of sexual bribery after the project?</b></p> <p>මෙම ව්‍යාපෘතියෙන් පසු ඔබ හෝ ඔබ දන්නා අයෙකු ලිංගික අල්ලස් සිදුවීම් වාර්තා කර තිබේද?          මෙහිදී පාලියල් ලේසු          පත්‍රිකා භාර දීමට හෝ          වෙනත් ආකාරයකින්          වාර්තා කිරීමට          හැකිද?          ? අல்லතු පාලියල් ලේසු          පත්‍රිකා භාර දීමට හෝ          වෙනත් ආකාරයකින්          වාර්තා කිරීමට          හැකිද?</p>	<p>Yes ඔව්          No නැහැ</p>	
<p><b>29. Do you think your confidence to deal with government officers has improved after your involvement in the project?</b></p> <p>මෙම ව්‍යාපෘතියට සම්බන්ධ වීමෙන් පසු රජයේ නිලධාරීන් සමඟ කටයුතු කිරීමට ඔබ තුළ ඇති විශ්වාසය වැඩි වී ඇත්තේද?          ? අல்லතු පාලියල් ලේසු          පත්‍රිකා භාර දීමට හෝ          වෙනත් ආකාරයකින්          වාර්තා කිරීමට          හැකිද?</p>	<p>Yes, greatly ඔව්, බොහෝ දුරකට          Yes, to a certain extent ඔව්, එක්තරා දුරකට          No නැත          No, it has actually decreased නැත, එය ඇත්ත වශයෙන්ම අඩු වී ඇත</p>	







<p>ඔබගේ පවුල රැකබලා ගැනීමට ඔබ වඩා හොඳින් සූදානම් යැයි ඔබට හැඟෙනවාද?          இந்த திட்டத்திற்குப் பிறகு உங்களையும் உங்கள் குடும்பத்தினரையும் மிகவும் சிறப்பாக கவனித்துக் கொள்ள நீங்கள் தயாராக இருப்பதாக நீங்கள் உணர்கிறீர்களா?</p>	<p>No, it has not changed නැත, එය වෙනස් වී නැත.          No, I feel less prepared නැහැ මට අඩු වශයෙන් සූදානම් වී යැයි දැනෙනවා.</p>	
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Do you have any questions for us? or is there something you would like to share with us in relation to the project? Do you have any suggestions for improvement of similar activities in the future?

ඔබට අපෙන් ඇසීමට ප්‍රශ්න තිබේද? නැතහොත් මෙම ව්‍යාපෘතියට අදාළව ඔබ අප සමඟ බෙදා ගැනීමට කැමති දෙයක් තිබේද? අනාගතයේදී මේ හා සමාන ක්‍රියාකාරකම් වැඩිදියුණු කිරීම සඳහා ඔබට යෝජනා තිබේද?

எங்களிடம் கேட்க ஏதேனும் கேள்விகள் உங்களிடம் உள்ளதா? அல்லது திட்டம் தொடர்பாக நீங்கள் எங்களுடன் பகிர்ந்து கொள்ள விரும்புகிறீர்களா? எதிர்காலத்தில் இதேபோன்ற செயல்பாடுகளை மேம்படுத்த உங்களிடம் ஏதேனும் ஆலோசனைகள் உள்ளதா?

Would you share with us the name and contact number of someone from your group who is in a leadership position, who you think would be useful for us to speak with about this project?

note to enumerators. If respondents ask, please share the list of local service providers who may be in a position to assist participants with their emotional wellbeing.

ප්‍රතිචාර සටහන් කර ගන්නන් සඳහා: ප්‍රතිචාර දැක්වූවන් ඇසුවොත්, සහභාගිවන්නන්ගේ චිත්තවේගීය යහපැවැත්මට සහාය විය හැකි දේශීය සේවා සපයන්නන්ගේ ලැයිස්තුව කරුණාකර බෙදා හරින්න.



## Appendix E. Demographic characteristics of survey respondents

The **average age** of the respondents surveyed is 45 years. The youngest respondent surveyed was 25 years of age, with the oldest being 58. The experiences of sexual bribery were influenced by the age of the respondent. In the qualitative components of the interviews, women stated that while they were appreciative of the trainings on awareness of the issue of sexual bribery and mechanisms to report and cope with such instances. They went on to state that they would have benefitted from such training even more if they had received these when they were younger and more frequently subjected to instances of sexual bribery. As many of the women surveyed were older, they stated that incidents of sexual bribery were less frequent as compared to when they were younger.

**Ethnicity and religion:** 81% of the total women surveyed identified as Buddhist, and represented the Sinhala ethnicity. All the respondents in the Killinochchi district identified as Tamil; 84% of these respondents (11/13) stated that they followed Hinduism, while 2 of the respondents follow Christianity.

**Civil status:** Among the women surveyed majority, 81% were widowed. The next largest category is other, which is predominantly from Anuradhapura

civil status	Number	Percentage
Unmarried	0	0.00%
Married	1	1.33%
Living with a man, not married	0	0.00%
Abandoned	1	1.33%
Separated	2	2.67%
Divorced	1	1.33%
Widowed	61	81.33%
Other (may include disappeared)	9	12.00%
Total	75	100.00%

**Household dependents** composition is as follows:

Dependent category	Number	Percentage
Parents	24	36.0%
Young children (under the age of 16)	32	45.3%
Adult children	53	74.7%
Disabled partner	2	4.0%
Other (one was a niece, the other was a brother)	2	2.7%

Total	75	100.0%
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As the women surveyed were relatively older, majority (75%) had older children who lived with them rather than younger school-aged children (32%). The next largest category of dependents were the respondents' parents/in-laws at 34%.

Among the respondents surveyed, 78% (56/71) of the respondents surveyed indicated that they received some form of **state assistance** in the form of late husband's salary, pension or widows' assistance.

Respondents in Kurunegala district indicated the highest (97%) response rate for receiving financial assistance from a state agency, with Killinochchi showing the lowest response rate of 46%. This is indicative of the higher proportion of military widows in the Kurunegala district who are supported through the Ranaviru Sansandhaya – a collective for military and their spouses.

While military widows receive their late husband's salary, they are under the understanding that if they remarry, they will then lose this source of income (which acts as a factor influencing their decision not to marry in some instances). One respondent indicated that she had received a letter from the pension department that if she re-married she would lose access to her late husband's pension. A respondent in the Anuradhapura district however indicated that if she remarries, she would be entitled to 10 years of worth of her husbands salary, after which she will no longer be a member of the army widows collective. the same respondent indicated that she knew of women in her village who had chosen to remarry although she had not.

Important to state that one respondent indicated that she was not eligible to receive her late husband's salary since he did not die in combat, but passed away due to a fight with another member of the military.

## Appendix F. Stakeholder Analysis

For the purpose of this evaluation, stakeholders are defined as those individuals, groups, or entities which are directly involved in carrying out the work of the project. It is important to mention that this particular project involves many actors at a local level which should be considered (mainly implementing partners of CEJ, ISB and Chrysalis).

A stakeholder analysis includes a mapping of all the relevant actors and their level of involvement in the initiative to make sure that all the key actors are considered. The stakeholders identified will be classified according to their level of involvement in the initiative:

- a. Funding recipient UN organizations (RUNOs): UN Women is the lead agency and UNDP is the co-agency.
- b. Development partner: it refers to all the development partners involved in the initiative who could be in advisory roles, carrying out joined projects or as donors at a central level.
- c. Implementing government partner: this includes all the implementing partners at a central level or on the ground who are part of the government.
- d. Implementing Civil Society Organization partner: this includes all the Civil Society Organizations (CSOs) who are implementing the project locally.
- e. Rights holders: this refers directly to the end-beneficiaries, in this case, Female Heads of Households (FHH).
- f. Influencer: this includes external stakeholders to the initiative who may have some degree of influence over project.
- g. Implementing private partners: this includes private organizations which may be involved in the implementation of the project beyond the partnership with CEJ (e.g. ISB, Chrysalis etc)

The next table details the stakeholders and their roles in the project. All of the stakeholders mentioned will be considered during the evaluation process in one degree or another.

Table 7. Stakeholders involved in the project and their roles

N	Position/ Organization	Role	Contribution
1.	Programme officer, Peace Building Fund, New York		Development partner
2.	UN Resident Coordinator		Development partner
3.	Programme Analyst/Country Focal Point, UN Women Sri Lanka		RUNO
4.	Regional Operations Manager, Bangkok, Thailand, UN Women		RUNO
5.	Executive Director, Centre for Equality Justice		Implementing CSO partner
6.	Senior Project Coordinator, Centre for Equality Justice		Implementing CSO partner
7.	Gender Specialist, United Nations Development Programme		RUNO
8.	Project Officer, Peacebuilding, UN Women, Sri Lanka		RUNO
9.	Monitoring & Reporting Officer, UN Women		RUNO
10.	Project Coordinator, Women's Resource Centre		Implementing CSO partner in the Kurunegala district
11.	Rajarata Praja Kendraya		Implementing CSO partner in the Anuradhapura district
12.	Viluthu		Implementing CSO partner in the Killinochchi district
13.	JSAC		Implementing CSO partner in the Killinochchi district
14.	Power of Play		Implementing CSO partner of the puppetry sessions in Kurunegala and Anuradhapura
15.	ACT4		Implementing CSO partner of the forum theatre in the Killinochchi district
16.	Chrysalis		Implementing Private Partner (women's training programmes)
17.	Industrial Services Bureau (ISB)		Implementing Private Partner (livelihood training component in the project locations)
18.	Grama Niladhari Officers		Local level state officials to assess the awareness and perceptions of the

		programmes implemented through the project
<b>19.</b>	Ranaviru Sevana/Ranaviru Women's Association	Implementing Private Partner Organisation responsible for disbursing assistance to military widows
<b>20.</b>	Sri Lanka Institute of Development (SLIDA)	Implementing Private Partner (providers of training to state service providers)
<b>21.</b>	Ministry of Women's Affairs (MoWA)  Women Development Officers (district & relevant divisional) on the ground	Implementing government partner organisation at a central administrative level
<b>22.</b>	Commission to Investigate Allegations of Bribery and Corruption (CIABOC)	Implementing government partner organisation at a central administrative level
<b>23.</b>	Legal Aid Commission (LAC)	Implementing government partner (provides legal assistance to vulnerable groups)

## Appendix G. List of people interviewed

N	Name	Position/ Organization	Role	Contribution
	Ana Guedes Mesquita	Programme officer, Peace Building Fund, New York	Development partner	Overall project supervision
2.	Jood Wasel A Alharthi	Associate Peacebuilding Officer, Department of Political and Peacebuilding Affairs(DPPA), Peacebuilding Support Office (PBSO), New York	Development partner	Overall project supervision
3.	Ramaaya Salgado	Programme Analyst/Country Focal Point, UN Women Sri Lanka	RUNO	Major head of project
4.	Rojanee Veerakiatikit	Finance Specialist, UN Women Regional office, Bangkok, Thailand	RUNO	Financial supervisor to the project
5.	Fairooza Cader	Programme Finance Associate, UN Women	RUNO	Financial supervisor to the project
6.	Ketsara Naunpunyong	Programme Associate, UN women	RUNO	Financial supervisor to the project
7.	Dushanthi Fernando	National Programme Officer, UNODC	RUNO	PBF liaison in Sri Lanka
8.	Kumari Jayasekara	Secretary of the Ministry of Women and Child Development	Implementing government partner organisation at a central administrative level	Major government partner
9.	Nilmini Herath	Additional Secretary of the Ministry of Women and Child Development	Implementing government partner organisation at a central administrative level	Major government partner
10.	J.P.S. Jayasinghe	Director Planning at the Ministry of Women and Child Development	Implementing government partner organisation at a central administrative level	Major government partner
11.	Sujeewa Palliyaguru	Director Development at the Ministry of Women and Child Development	Implementing government partner organisation at a central administrative level	Major government partner
12.	Shyamala Gomez	Executive Director, Centre for Equality Justice	Implementing CSO partner	Overall supervision of CEJ's work as Implementer of the project on the ground
13.	Ando Anthappan	Senior Project Coordinator, Centre for Equality Justice	Implementing CSO partner	Technical and administrative manager of the project from CEJ's part
14.	Uthpala Madurasinghe	Financial Coordinator, Centre for Equality Justice	Implementing CSO partner	Technical and administrative manager of the project from CEJ's part

**Final Evaluation Report**

Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace

15.	Bimali Ameresekere	Gender Specialist, United Nations Development Programme	RUNO	Coordination of business training, grants and dialogue with MWA
16.	Lihini Ratwatte	Project Officer, Peacebuilding, UN Women, Sri Lanka	RUNO	Project officer and technical focal point for the project, from UN Women.
17.	Upul Ranaweera	Monitoring & Reporting Officer, UN Women	RUNO	Assistance on M&E to the project
18.	Sumika Perera	Project Coordinator, Women's Resource Centre	Implementing CSO partner in the Kurunegala district	Implementer on the ground
19.	Padma	Project Coordinator, Women's Resource Centre	Implementing CSO partner in the Kurunegala district	Implementer on the ground
20.	Sheela Ratnayake	Rajarata Praja Kendraya	Implementing CSO partner in the Anuradhapura district	Implementer on the ground
21.	Rupa Gamage	Rajarata Praja Kendraya	Implementing CSO partner in the Anuradhapura district	Implementer on the ground
22.	Maithreyi Rajasingham	Viluthu	Implementing CSO partner in the Killinochchi district	Implementer on the ground
23.	Nadarajah Sukirtharaj	JSAC	Implementing CSO partner in the Killinochchi district	Implementer on the ground
24.	Sulochana Dissanayake	Power of Play	Implementing CSO partner of the puppetry sessions in Kurunegala and Anuradhapura	Implementer on the ground
25.	Vindhya Fernando. K. Vinopavan	Chrysalis	Implementing Private Partner (women's training programmes)	Implementer on the ground
26.	Hashitha Abeywardana	Chrysalis	Implementing Private Partner (women's training programmes)	Implementer on the ground
27.	Anusha Bandara	Industrial Services Bureau (ISB)	Implementing Private Partner (livelihood training component in the project locations)	Implementer on the ground

## Appendix H. Table of contents of the training manual for Paralegal services to the field officers and development officers attached to the Ministry of Women and Children's Affairs

1. Law (or Legal System)
2. Sri Lanka's Judicial System
3. Gender inequality and violence against women
4. Sexual and gender-based violence (SGBV)
5. Women's Rights and Human Rights
6. Protecting Human Rights, Nationally
7. Protecting WOMen's Rights Nationally
8. Protecting Children's Rights Nationally
9. Sexual Crimes
10. Sexual Harassment
11. Violence Against Women's Autonomy
12. Sexual and Physical Violence Against Children
13. Clinical Indicators of Sexual Violence
14. Domestic Violence
15. Online Violence & Internet Harassment
16. Institutions responsible for Eenforcing Laws on behalf of female victims of violence
17. Laws pertaining to the protection of victims and witnesses
18. Family Law related to Marriage
19. Maintenance Law
20. Inequalities in women's land and property rights
21. Worker Rights
22. Emergency contact numbers
23. List of Magistrate courts, District courts and High courts
24. Map of Court Jurisdictions
25. References



## Appendix I. Gender Results Effectiveness Scale

In terms of the gender analysis, the evaluation team used the Gender Results Effectiveness Scale, inspired by the UN Women’s Good Practices in Gender Responsive Evaluation document (2020).<sup>36</sup> This document shows a scale created in the context of the evaluation of the United Nations Development Programme (UNDP) Strategy for Gender Equality and Women’s Empowerment (GEWE). This scale is described below:

**Table 8. Gender Results Effectiveness Scale used in UNDP’s evaluation of GEWE (2015).**

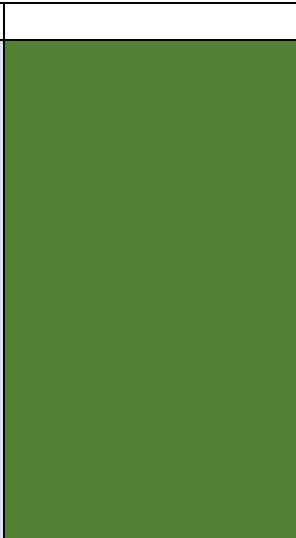


<b>Gender negative</b>	Result had a negative outcome aggravated or reinforced existing gender inequalities and norms
<b>Gender blind</b>	Result had no attention to gender, failed to acknowledge the different needs of men, women, girls and boys, or marginalized populations
<b>Gender targeted</b>	Result focused on the number of equity (50/50) of women, men or marginalized populations that were targeted.
<b>Gender responsive</b>	Result addressed differential needs of men or women and addressed equitable distribution of benefits, resources, status and rights but did not address root causes of inequalities in their lives
<b>Gender transformative</b>	Result contributed to changes in norms, cultural values, power structures and the roots of inequalities and discriminations

<sup>36</sup> <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/good-practices-in-gender-responsive-evaluations-en.pdf?la=en&vs=2431>

Appendix J. Updated Results Framework

Results chain	Performance Indicators	Indicator Baseline	End of the project Indicator Target	Final results	Additional comments	Indication of performance Exceeded target: green Met target: blue Almost met target: orange Unmet target: red Information not available: white
<b>Outcome 1 Empowered Female Heads of Households (including military and war widows) have sustainable livelihoods, and access social support services with dignity</b>	<p>Indicator 1 a % of Female Heads of Households - FHHs (including military and war widows) who are subjected to sexual bribery and sexual exploitation when accessing services.</p> <p>Proxy Indicator: % of Female Heads of Households - FHHs (including military and war widows) report that people in their area have to resort to sexual bribery to obtain services.</p>	23.8% of FHHs (including military and war widows) report that the people in their area have to resort to sexual bribery to obtain services	Reduced to 15%	19% of the respondents surveyed indicated that either themselves or someone they knew had reported any incident of sexual bribery or sexual exploitation since participating in the training. Comparatively 21% of the surveyed respondents indicated that they or someone they knew had reported any incident of sexual bribery or sexual exploitation prior to participating in the training (and gaining knowledge of the mechanisms and legal ramifications).	Please, refer to the limits of data from the survey. They are a proxy for the results of the project, but not comparable to the baseline survey. See section on methodology for more details.	

	<p>Indicator 1 b % of FHHs (including military and war widows) beneficiaries who have used the grant provided to establish or upscale an existing business venture, disaggregated by widow type.</p>	<p>0%</p>	<p>At least 50% of grant recipients</p>	<p>There is no information available, as the grants were distributed at the very end of the project. However, among the respondents who had participated in the livelihoods related training programmes, 79% indicated that they had developed/improved an existing business venture since participation and 16% indicated that they had started a new business.</p> <p>45 of the surveyed respondents (60%) indicated that they had received a grant, with only 50% of the respondents surveyed in Anuradhapura district indicating that they had received the in-kind assistance.</p> <p>At the end of the project, a total of 278 grants were distributed: 85 in Kurunegala, 96 in Anuradhapura and 97 in Killinochchi Districts.</p>	<p>As the survey sample was limited due to reasons clarified in the methodology, indicators were not disaggregated by type of widow. However, of note is that 81% of the survey respondents identified as widows.</p>	
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<p><b>Output 1.1 Female Heads of Households (including military widows and war widows) have increased knowledge of their rights and have access to complaint mechanisms on bribery.</b></p>	<p>Indicator 1.1.1 # of widows' collectives inclusive of FHHs formed/strengthened</p>	<p>0</p>	<p>12 collectives (across 3 districts)</p>	<p>The project was successful in establishing/strengthening FHH collectives, exceeding the original target of 12 groups to 63.</p>	<p>Cumulative target exceeded. To increase the number of military and war widows, the district level implementing partners expanded outreach in additional divisions, resulting in high numbers of collectives/groups and mobilized women than anticipated.</p>	
	<p>Indicator 1.1.2 # of FHHs (including military and war widows) that are members of collectives formed/strengthened who have increased knowledge of their rights, disaggregated by type of widow</p>	<p>0</p>	<p>750 (across 3 districts)</p>	<p>90% of the respondents of the survey indicated that their knowledge on the subject of sexual bribery and sexual exploitation had increased significantly since participating in the training and awareness programmes.</p>		
	<p>Indicator 1.1.3 % of FHHs (including military and war widows) trained to access legal and</p>	<p>0</p>	<p>70% of FHHs/widows within collectives trained</p>	<p>76% of FHHs surveyed indicated that they had participated in a training on legal avenues and rights</p>	<p>There is not a disaggregated data due to the survey limits explained the methodology section.</p>	

	other services, disaggregated by type of widow.			related to sexual bribery and sexual exploitation.		
	Indicator 1.1.4 # of users accessing the online/offline complaints reporting platform.	0	100	0; Not achieved; While it is not possible to measure the effectiveness of the platform as it was not completed, its absence creates a void with regard to the availability of an alternative reporting mechanism in a context where an increasing number of FHHs are more aware of their rights.	Challenges associated with the project timeline resulted in the suspension of further development and non-completion of this deliverable.	
<b>Output 1.2</b> <b>The civil society is strengthened to provide services for the protection of victims of sexual exploitation and sexual bribery</b>	Indicator 1.2.1 # of civil society organizations who are increasingly providing services, information and referrals for FHHs including war and military widows	0	10	66: civil society organizations from Kurunegala and Anuradhapura have strengthened their capacity to better serve the needs of FHHs and military and war widows.  The project had 4 key (indirect) local implementing partner organisations, namely: Rajarata Praja Kendraya in Anuradhapura,	The project heavily engaged civil Society organizations which have fostered linkages with the communities they serve. This may be an unexpected result in terms of awareness raising and capacity within the local organizations involved in the project which may be taking	

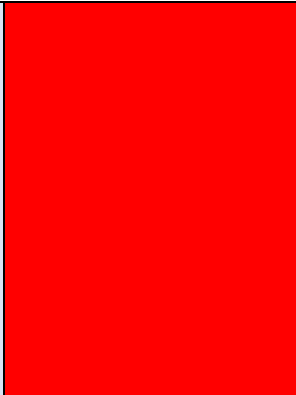
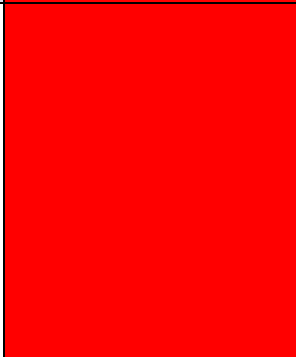
				Women’s Resource Centre in Kurunegala, Viluthu and Jaffna Social Action Network in Killinochchi.	this agenda forward in the future.	
	Indicator 1.2.2 # of FHHs (including military and war widows) provided with legal assistance through CSOs	0	50	0; Relationships with legal aid clinics were not established and therefore it is not possible to evaluate this indicator.		
	Indicator 1.2.3 # of complaints filed by FHHs (including military and war widows).	0	20	0	Due to mobility restrictions in face of the pandemic, the evaluation team was unable to travel to and meet the district and divisional level women’s development officers to obtain information or numbers of complaints filed by FHHs of incidents of sexual bribery or sexual exploitation.	
<b>Output 1.3 Female Heads of Households,</b>	Indicator 1.3.1 # of FHHs (including military and war	0	280 military and war widows	446 beneficiaries participated in the business trainings	Over 400 beneficiaries were provided with first-line trainings on	

<p><b>including military widows and war widows increase their entrepreneurial knowledge and skills</b></p>	<p>widows) who are trained to commence a business or enterprise.</p>				<p>product development and business management, while 301 beneficiaries (93 from Kurunegala, 97 in Anuradhapura and 111 in Kilinochchi) were trained on financial literacy, business planning and business pitching</p>	
	<p>Indicator 1.3.2 # of FHHs (including military and widows) provided with grants, disaggregated by type of widow.</p>	<p>0</p>	<p>200 military and war widows (based on the strength and quality of proposals submitted)</p>	<p>277 military and war widows (85 beneficiaries in Kurunegala, 95 in Anuradhapura and 97 in Kilinochchi)</p>	<p>Grants were awarded in a competitive manner, depending on whether the participant was able to present a coherent business plan and had the potential to improve/grow the business venture. This ensured that selected beneficiaries were focused and were more likely to succeed, thus ensuring a higher return on investment.</p>	
<p><b>Outcome 2 Increased commitment of</b></p>	<p>Indicator 2.1.a</p>	<p>1</p>	<p>2</p>	<p>3; Target exceeded;</p>	<p>The handbook/manual to provide training on</p>	

<p><b>public institutions to prevent and respond to sexual bribery and to protect Female Heads of Households, including military and war widows from sexual exploitation</b></p>	<p># of Circulars/ guidelines/ policies which incorporate explicit commitment and/or accountability measures within the public sector to prevent and respond to sexual bribery and exploitation</p>			<p>1.Circular on adopting zero tolerance policy with regard to sexual bribery and sexual harassment 2.Code of conduct on sexual bribery 3.Amendment to the existing guidelines to address sexual harassment</p>	<p>“Paralegal services to the field officers and development officers attached to the Ministry of Women and Children's Affairs” was prepared as a consequence of the project along with guidelines to establish anti-sexual harassment committees and to establish a national guideline against sexual harassment as stated by key stakeholders.</p>	
	<p>Indicator 2.1.b # of complaints received and action taken by the Anti-Sexual Harassment Committees</p>	<p>0</p>	<p>5</p>	<p>0</p>	<p>This part of the project was not carried out due to the several challenges the project faced and were explored in depth in the report.</p>	
<p><b>Output 2.1 The capacity of public institutions and officials are built to prevent and</b></p>	<p>Indicator 2.1.1 # of sensitization programs held for public</p>	<p>0</p>	<p>20</p>	<p>44</p>	<p>The awareness raising occurred through the puppetry shows; the trainings for the public officials was not carried out due to</p>	



<p><b>respond to bribery and to protect Female Heads of Households, including military and war widows from sexual exploitation.</b></p>	<p>officials on sexual harassment policies, legal frameworks, guidelines on response mechanisms, and accountability measures.</p>				<p>the several challenges the project faced and were explored in depth in the report.</p>	
	<p>Indicator 2.1.2 # of public officials who complete the course on handling bribery complaints, including sexual bribery, harassment and exploitation</p>	<p>0</p>	<p>50</p>	<p>0</p>	<p>This part of the project was not carried out due to the several challenges the project faced and were explored in depth in the report.</p>	
	<p>Indicator 2.1.3 # of legal aid clinics conducted by capacitated local public officers on preliminary assistance to survivors on possible legal remedies.</p>	<p>0</p>	<p>At least 15 legal aid clinics</p>	<p>0; The paralegal training manual was finalised with the MWCA.</p>	<p>This part of the project was not carried out due to the several challenges the project faced and were explored in depth in the report.</p>	

<p><b>Output 2.2 Strengthen existing accountability mechanisms to report and respond to sexual bribery and exploitation.</b></p>	<p>Indicator 2.2.1 # of public institutions with established and functioning Anti-Sexual Harassment Committees.</p>	<p>10 established though not functioning</p>	<p>12 established and fully functioning</p>	<p>10 established though not functioning</p>	<p>The project has contributed to bringing the issue to the notice of national policy makers with guidelines to establish anti-sexual harassment committees and a national guideline is in progress.</p>	
	<p>Indicator 2.2.2 # of state/public sector institutions provided with technical support to integrate/adopt measures on addressing sexual bribery and exploitation</p>	<p>0</p>	<p>4</p>	<p>0</p>	<p>This part of the project was not carried out due to the several challenges the project faced and were explored in depth in the report.</p>	

## Appendix K - Term of Reference

### International Consultant to Conduct End Project Evaluation



Advertised on behalf of :

<b>Location :</b>	Home-based
<b>Application Deadline :</b>	30-Jul-20 ( <b>Midnight New York, USA</b> )
<b>Type of Contract :</b>	Individual Contract
<b>Post Level :</b>	International Consultant
<b>Languages Required :</b>	English
<b>Starting Date :</b> (date when the selected candidate is expected to start)	10-Aug-2020
<b>Duration of Initial Contract :</b>	10 August 2020 - 30 November 2020
<b>Expected Duration of Assignment :</b>	10 August 2020 - 30 November 2020

**UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.**

**UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.**

#### **Background**

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Globally, UN Women builds effective partnerships with diverse stakeholders and leads and coordinates efforts to ensure that commitments on women's rights and gender equality are prioritized and translated into tangible results.

UN Women has worked alongside other UN agencies, government institutions and civic actors in Sri Lanka since 2014 to strengthen the policy environment and inter-governmental processes to better serve the needs of women and to improve their participation in local governance and peacebuilding. UN Women's programming to date includes technical support on gender-responsive policymaking and budgeting and various capacity building and advocacy interventions in line with international resolutions and normative instruments, including UN Security Council Resolution 1325 on Women, Peace and Security, Convention on the Elimination of All Forms of Discrimination against Women, Convention on the Rights of Persons with Disabilities, and the 2030 Agenda for Sustainable Development. The priorities set forth in the joint strategy documents developed by Government of Sri Lanka and the UN – UN Sustainable Development Framework (UNSDF) 2018-2022 and the Peacebuilding Priority Plan (PPP) – have also informed initiatives led by UN Women. Through collaborations with diverse partners to implement said initiatives, UN Women has reached the most

isolated women across Sri Lanka and engaged key stakeholders to tackle deep-rooted vulnerabilities and conflict-related challenges that continue to limit women’s potential to advance peace and equitable development.

Since 2015, Government of Sri Lanka has made several commitments highlighting women’s participation and contribution to peacebuilding and reconciliation efforts. According to the PPP (2016) and the Revised PPP Matrix (2018), the marginalized status of women underscored the need for solutions sensitive to the varied roles of women post-conflict as their experiences are inevitably shaped by the intersections of poverty, gender-based discrimination and violence and lack of security and access to justice systems. These factors exacerbate the multiple vulnerabilities faced by women and form barriers to effectively engaging them as community leaders and agents of peace to bridge the long-standing ethno-religious divides in Sri Lanka.

The decades of armed ethnic conflict have given rise to a significant number of Female Heads of Households (FHHs) in Sri Lanka – approximately 23.5 percent of all households – and the unique challenges faced by this group have prompted targeted interventions from the government and the development community.<sup>[1]</sup> While men were the main casualties of the war, women were left to cope with the loss of family members, death and disappearance of income earners, and displacement. This propelled over 1.2 million women to take on the sole responsibility of supporting their families in a highly patriarchal culture that continues to place women in the domestic sphere. The transformation of their role in society combined with the normalization of violence against women and girls during and post-conflict have disadvantaged FHHs, particularly the military and war widows who have lost their spouses as consequence of the armed conflict, to become exposed to multiple burdens and exploitative behaviors.

<sup>[1]</sup> The Government of Sri Lanka emphasized the empowerment of FHHs as evidenced by the development of the National Action Plan on Women-Headed Households and the establishment of a National Secretariat for Widows and Women-Headed Households in Kilinochchi (a project site).

Specifically, a 2016 study by FOKUS Women conducted among 292 military widows found nearly half to have experienced some form of sexual harassment, including sexual bribery in exchange for government services.<sup>[1]</sup> Similarly, sexual bribery against war widows in the North has been documented. Research has also found that the instances of sexual bribery and exploitation among the military and war widows are often perpetrated by local public officials when the widows attempt to access state-run services, i.e. applying for their deceased spouse’s salary/pension, procuring bank loans, certifying documents, and enrolling their children in schools. Women are reluctant to lodge complaints and approach authorities due to the fear of losing respect in their communities and possible reprisals from perpetrators in the forms of threats, violence and unjustified ‘delays’ in attending to their requests for services. Additionally, the absence of a safe complaints mechanism and a pervasive culture of impunity combined with the social stigma associated with widowhood, the widows’ lack knowledge of their basic rights and economic dependence on the state for livelihood lead to further isolation and disempowerment. The circumstances surrounding the military and war widows not only represent violations of human rights, but also impede progress towards achieving sustainable peace as sexual exploitation erodes trust in the very public institutions that are the bedrock of Sri Lankan society. As Sri Lanka seeks to build a more inclusive and equitable society, it must challenge the disparities and discrimination against vulnerable groups such as widows and FHHs and promote their meaningful participation in the country’s reconciliation efforts.

It is within this context that UN Women, UNDP and Centre for Equality and Justice (CEJ), with funding from the UN Peacebuilding Fund (PBF), are implementing a joint project titled “Hidden Challenges: Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace.” In accordance with [Guidelines on PBF Funds Application and Programming](#) (2018), UN Women and UNDP Sri Lanka are recruiting two

individual consultants – an international and a national – to conduct a joint independent final evaluation coinciding with the project’s expected closure on 31 October 2020. As part of the core two-person evaluation team, the International Consultant will oversee, in predominantly remote capacities, the methodological approach, ensure overall quality assurance and provide technical support to the National Consultant to lead and carry out the necessary fieldwork and complete set deliverables. The evaluation will be a participatory, consultative multi-stakeholder process focused on assessing results and the progress towards the peacebuilding impact of the project implemented based on its theory of change and will be guided by and in compliance with standards set in the [UNDP Evaluation Policy](#), [UN Women Evaluation Policy](#), [UN Women Evaluation Handbook](#) and the [Global Evaluation Report Assessment and Analysis System \(GERAAS\)](#), which has adapted the overall United Nations Evaluation Group (UNEG) [Standards for Evaluation in the UN System](#) and the [United Nations System-wide Action Plan Evaluation Performance Indicator \(UN-SWAP EPI\)](#).

## PROJECT DESCRIPTION

Initiated in November 2018 with a total budget of \$ 1,500,000, the 18-month “Hidden Challenges: Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace” joint project aims to empower Female Heads of Households, including military widows (predominantly Sinhalese) and war widows (predominantly Tamil), in the three target districts of Kurunegala, Anuradhapura and Kilinochchi by addressing the high incidence of sexual bribery and exploitation against them and removing barriers to their socio-economic advancement, which in turn will ensure their active engagement in peacebuilding and reconciliation. In April 2020, the project was approved for a six-month no-cost extension with a new project closure date of 31 October 2020.

As per the project’s overarching peacebuilding goals, a two-pronged strategy corresponding to the following outcome-level objectives was adopted and implemented. In combination, the project is expected to bring about the transformative empowerment of FHHs, including military and war widows, to ensure that they are no longer subjected to re-victimization and are supported to contribute their voice towards building a more cohesive and inclusive society. Based on insights obtained from early field mobilization efforts, the original beneficiary selection criteria of military and war widows were expanded to include other FHHs with prioritization given to the former. All project objectives, targets and indicators were revised to reflect the amendment. The full Project Results Framework is provided in Annex 5 for reference.

[1] “Living in Shadow: The Status of Military Widows in Sri Lanka”

**Outcome 1:** Empowered Female Heads of Households (including military and war widows) have sustainable livelihoods, and access social support services with dignity;

**Outcome 2:** Increased commitment of public institutions to prevent and respond to sexual bribery and to protect Female Heads of Households (including military and war widows) from sexual exploitation.

Under Outcome 1, the project has supported widespread awareness and sensitization around sexual bribery and exploitation within and beyond target communities and beneficiaries through a series of in-person, interactive initiatives, such as puppetry and forum theater, supplemented with nationwide social media, radio and print campaigns. With capacity building interventions channeled through support systems formed of existing and newly established women’s collectives and self-help groups, the core beneficiaries of FHHs and military and war widows have built resilience and gained knowledge and tools to overcome negative repercussions of sexual bribery and to access necessary services and report incidences without fear and/or harassment. In parallel, local civil society and government stakeholders have received trainings to provide improved support and services to the

beneficiaries in their respective capacities. Recently, the project has kickstarted a comprehensive economic empowerment support inclusive of entrepreneurial skills development trainings and competitive business grants to encourage sustainable income generation to relieve welfare dependency and indebtedness of the FHHs and widows. In the remainder of the project, the beneficiaries will be provided with additional opportunities, including open dialogues, diversity market fairs and peacebuilding and reconciliation workshops, to foster shared learning and build social cohesion across communities.

For Outcome 2, the project has collaborated with national and local state institutions, including main partner Ministry of Women and Child Affairs and Social Security (MWCA), to improve technical capacities via the development of training resources and to reinforce accountability mechanisms to address and prevent sexual bribery and increase FHHs/widows' access to justice. In-depth consultations with MWCA representatives have refined initiatives to strengthen existing institutional processes and structures within ministries, including anti-sexual harassment committees, and resulted in a guideline enhancing and clarifying the committees' supportive and disciplinary functions pertaining to victim-survivors and perpetrators. The provision of technical support to draft key circulars, guidelines and policies will continue alongside capacity building activities such as paralegal trainings. The remaining interventions, to be carried out in coordination with district and national state partners, will target frontline service providers, public officials and civil society.

## **STAKEHOLDERS**

**FHHs/Military and War Widows** – The main project beneficiaries are military and war widows from the districts of Kurunegala, Anuradhapura and Kilinochchi. War widows, for the purpose of this project, are defined as conflict-affected FHHs whose husbands are dead, been killed, have disappeared or been missing as a consequence of the conflict between 1983 and 2009. Military widows, also situated within the category of FHH, are defined as women whose military husbands served in the Armed Forces, Police and the Civil Defense Force, and died or were declared missing as a consequence of the conflict between 1983 and 2009. This beneficiary selection criteria were later amended during implementation to include FHHs, including but not limited to women whose spouses are disabled or have divorced or abandoned them. The criteria amendment was based on compelling findings from the field which highlighted similarities in the vulnerabilities and challenges experienced by the military and war widows and the latter group of FHHs.

**Communities and CBOs/CSOs** – There is significant social stigma around the concept of sexual bribery and sexual exploitation. Social stigma fuelled by lack of awareness enables victim blaming and discourages women from speaking out due to shame and other negative repercussions from their families and communities. Through the project, the communities in the target districts will take part in awareness raising activities to better understand the experiences of women and to stand against sexual bribery and exploitation. Community based (CBOs) and civil society organizations (CSOs) will also be capacitated and mobilized to provide essential services to victim survivors, serve as support systems and participate in and lead advocacy efforts.

**Local and National Level Public Officials and Institutions** – CSO-led research findings have reported on cases of sexual bribery and exploitation instigated by front-line government officials who are the first port of call for the general public when accessing services. Widows and FHHs as primary caretakers, especially those economically disadvantaged, are vulnerable to exploitation as they frequent local public institutions on their own. Based on these circumstances as well as the mandates of the local government, the project will directly target public officials and institutions in the three districts through capacity building interventions. At the national level, the project will seek to support the broader policy environment in response to sexual bribery and exploitation and to improve existing anti-sexual harassment processes within ministries.

**IMPLEMENTING PARTNERS**

**Non-government:** Centre for Equality and Justice (CEJ), Chrysalis and Social Scientists’ Association. CEJ coordinates the efforts of four district-level civil society partners – Rajarata Praja Kendraya in the Anuradhapura; Women’s Resource Centre in the Kurunegala; and JSAC and Viluthu in the Kilinochchi.

**Government:** Ministry of Women and Child Affairs and Social Security, Industrial Services Bureau, Commission to Investigate Allegations of Bribery or Corruption, Sri Lanka Institute for Development Administration, Sri Lanka Foundation Institute, Legal Aid Commission, Transparency International Sri Lanka, Right to Information Commission, Human Rights Commission of Sri Lanka and District and Divisional Secretariats of the three project districts.

**PROJECT MANAGEMENT STRUCTURE**

The Peacebuilding Board, co-chaired by the UN Resident Coordinator and the Secretariat for Coordinating Reconciliation Mechanisms, oversees all PBF funded projects in Sri Lanka. In addition to oversight from the Board, a Project Review Committee consisting of focal points from UN WOMEN, UNDP, CEJ and a representative from the PBF Secretariat in the UN Resident Coordinator’s Office was established. To oversee progress and monitor project implementation, the Committee is convened by UN Women to facilitate effective coordination and planning in anticipation of and response to pertinent issues. UN WOMEN serves as the lead agency and is responsible for coordination amongst implementing partners as well as collating and submitting project reports to the Peacebuilding Support Office (PBSO) and the Peacebuilding Board. UN Women, UNDP and CEJ focal points are jointly responsible for monitoring and evaluation on respective components as guided by the overall Results Framework. CEJ, the main CSO implementing partner, coordinates and reports on the efforts of four district-level CSO partners – Rajarata Praja Kendraya, Jaffna Social Action Centre, Viluthu and Women’s Resource Centre.

**EVALUATION PURPOSE & SCOPE**

Upon completion, the evaluation findings will be incorporated in the final project report to PBSO highlighting overall achievements, lessons learned and best practices. Covering the entire project life cycle from November 2018 to October 2020, the summative evaluation will generate vital evidence on progress towards peacebuilding impacts and examine the relevance, effectiveness, efficiency, sustainability and contributions towards gender equality objectives of the programmatic interventions for national and local stakeholders and rights-holders in all three target districts. The COVID-19 pandemic has not only caused implementation delays, but also brought on further social and economic instability on the FHHs and the widows and has exacerbated their acute vulnerabilities to sexual bribery and exploitation. In view of these ongoing challenges, the evaluation will be guided first and foremost by the ‘Do No Harm’ principle and adjust its methodology as required in the process to adhere to ethics and safety guidelines. The sensitive nature of sexual bribery in the context of the pandemic will necessitate additional time and resources to set up the conditions conducive for proper data collection efforts to take place. Accordingly, a flexible approach will be adopted and the evaluation scope and methodology will be finalized in the inception stage with stakeholder consultations and following a rapid assessment, thus may not cover all areas of the Evaluation Criteria attached below.

**Table 1. Evaluation Criteria**

<p><b>Relevance:</b> the extent to which the project has contributed to addressing the needs identified in its design</p>	<ul style="list-style-type: none"> <li>To what extent were the project’s strategies relevant to national and local contexts?</li> </ul>
	<ul style="list-style-type: none"> <li>To what extent did the project align with the needs and priorities of the intended beneficiaries and</li> </ul>

	international standards on gender equality and women’s empowerment?
<b>Effectiveness:</b> the extent to which the project has implemented its major activities targeting the beneficiaries to reach output and outcome-level results	<ul style="list-style-type: none"> <li>To what extent did the project reach the planned results?</li> </ul>
	<ul style="list-style-type: none"> <li>Were there any unexpected results or unintended consequences of the results both positive and negative?</li> </ul>
	<ul style="list-style-type: none"> <li>What were the reasons for the achievement or non-achievement of planned results?</li> </ul>
	<ul style="list-style-type: none"> <li>To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness?</li> </ul>
	<ul style="list-style-type: none"> <li>To what extent did the output level interventions translate into progress towards outcomes?</li> </ul>
	<ul style="list-style-type: none"> <li>What measurable changes in gender equality and women’s empowerment have occurred as a result of the project?</li> </ul>
<b>Efficiency:</b> the extent to which the project was efficiently managed, implemented and has delivered quality outputs, against what was planned (including official amendments)	<ul style="list-style-type: none"> <li>Have financial and human resources been allocated sufficiently and strategically to achieve project outcomes?</li> </ul>
	<ul style="list-style-type: none"> <li>Have the outputs been delivered in a timely manner?</li> </ul>
<b>Impact:</b> the extent to which the project has achieved measurable change based on planned results	<ul style="list-style-type: none"> <li>What measurable changes in women’s contribution to and participation in peacebuilding have occurred as a result of support provided by the project to target stakeholders?</li> </ul>
	<ul style="list-style-type: none"> <li>What are the early indications of peacebuilding impact?</li> </ul>
<b>Sustainability:</b> the extent to which the project has potential for sustainability	<ul style="list-style-type: none"> <li>To what extent was capacity developed in order to ensure sustainability of efforts and benefits?</li> </ul>
	<ul style="list-style-type: none"> <li>Are national partners committed to continuing the project or elements of the project?</li> </ul>
	<ul style="list-style-type: none"> <li>Are there any mechanisms developed and/or interventions linked with existing mechanisms at local and national levels to ensure continuation?</li> </ul>
<b>Gender Equality and Human Rights:</b> the extent to which the project has integrated gender and human	<ul style="list-style-type: none"> <li>To what extent did the project address and respond to existing power dynamics and gender relations?</li> </ul>



rights into the program design and implementation	
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In addition to fulfilling donor obligations, the final evaluation will allow UN Women, UNDP and implementing partners to demonstrate accountability to stakeholders and beneficiaries with reliable and credible information on the achievement of results or lack thereof. The evaluation will enhance organizational learning, especially on programmatic adaptations in times of global crises, and improve future initiatives by producing substantive, evidence-based knowledge to inform decision-making on key components and functions of program design and implementation. To facilitate learning, UN Women will share the evaluation products within six weeks following completion and adopt an external and internal dissemination strategy. At minimum, the final evaluation report will be publicly accessible on UN Women’s [Global Accountability and Tracking of Evaluation Use \(GATE\)](#) website.

**EVALUATION MANAGEMENT**

The evaluation will be jointly led by UN Women and UNDP. Two stakeholder groups – Evaluation Management (EMG) and Evaluation Reference (ERG) – will be established and engaged systematically at key milestones of the evaluation process to facilitate the conduct of a transparent and participatory evaluation. It is the responsibility of the EMG, with contextual and technical inputs from ERG where applicable, to approve the final evaluation terms of reference, selection of the evaluation team and all evaluation outputs and methodological decisions. The EMG is comprised of UN Women and UNDP program and M&E focal points for the project under evaluation, a regional evaluation specialist at the UN Women Regional Office for Asia and the Pacific and representatives from main CSO partner, CEJ. The EMG will be chaired by a representative of the senior management at UN WOMEN Sri Lanka. The EMG, led by recipient organizations UN Women and UNDP, will also produce a management response to evaluation recommendations within one month of the approval of the final project report to PBSO per PBF guidance and share findings as outlined in the evaluation dissemination strategy.

In parallel, the ERG will include a technical specialist at UN Women Regional Office and a PBSO representative. The ERG will be consulted to validate and provide feedback to strengthen the accuracy, relevancy and quality of the deliverables listed in Section VIII. The detailed roles and responsibilities of the EMG and ERG are clarified through separate terms of references. The evaluation team is required to maintain a systematic record of the inputs from EMG and ERG and the responses given and revisions made to relevant evaluation deliverables using the Evaluation Product Comment Template included in the [UN Women Evaluation Handbook](#).

**METHODOLOGY**

The final evaluation will be an impartial, transparent and participatory process involving relevant stakeholders and partners. The overall evaluation design will be non-experimental and rely primarily on qualitative data collection and analysis methods aligned with the principles of gender equality and human rights. The rationale behind key methodological decisions, including sample selection and data collection tool development and administration, and their limitations should be systematically elaborated in the evaluation outputs. To ensure accuracy and credibility of the findings, data should be triangulated with the use of multiple primary and secondary data collection methods and sources, including but not limited to desk reviews, document analysis, key informant interviews with rights-holders and thematic experts and case studies, and reviewed and validated through consultations with the evaluation management and reference groups.

A Rapid Assessment (RA) must be carried out as the first task of the evaluation team to finalize key evaluation criteria and corresponding questions and to inform the design and methodological choices in the context of the COVID-19 crisis. Remote data collection methods, i.e. telephone and online/virtual interviews to capture primary data, may be applicable under these ever-changing, volatile circumstances to ensure the safety of all involved and to strictly abide by government

regulations. In addition, the RA should assess the availability and quality of existing data, and identify specific, feasible objectives and areas of assessment for the evaluation from the full set of criteria listed in Section III. An Evaluation Matrix should be developed as part of the Inception Report based on findings of the RA and insights from relevant stakeholders, including UN Women, UNDP, PBSO/PBF and implementing partners CEJ and Chrysalis, and the review of available project-related information. The templates and guidelines for the Matrix and the Inception Report are provided in the [UN Women Evaluation Handbook](#). The following information will be supplied by UN Women and implementing partners to support the RA process:

- Full project document, results-based monitoring framework used to measure performance and an updated conflict analysis;
- Available monitoring data and relevant information collected at output level and beyond;
- Key project outputs such as knowledge products, reports and agendas from meetings and workshops;
- Relevant policies and knowledge products produced in the project's operating environment, including existing national and regional data and evidence, and/or data from similar projects;
- A comprehensive list of beneficiaries and stakeholders and contacts for data collection.
- An introductory letter to facilitate data collections and consultations with project stakeholders.

The evaluation team will facilitate the review and finalization of all evaluation outputs by directly participating in and contributing to relevant in-person or virtual workshops and meetings held for such purposes. Evaluation processes and methods should be culturally sensitive and ethically valid to protect the privacy and confidentiality of the participants and should not cause physical or emotional distress. The evaluation team should closely consult [UN Women's Pocket Toolkit](#) for conducting evaluations during the pandemic, strictly abide by the "Do No Harm" principle and as noted in the quality assurance procedures outlined Section I, be familiar with the referenced documents, especially the GERAAS Evaluation Report Quality Assessment Checklist attached in the Annex 1 of this document as a guidance for conducting the evaluation and drafting the final evaluation report.

## **Duties and Responsibilities**

### **DURATION OF ASSIGNMENT AND RESPECTIVE ROLES OF TEAM MEMBERS**

The International Consultant's contract will be supervised and financed by UN WOMEN and UNDP. The tentative duration of assignment is between 10 August – 30 October 2020 with an estimate of 65 working days allocated equally across all evaluation stages. Due to the COVID-19 crisis, the contract duration and requirements may change based on the measures imposed by the government and by the UN. The consultant(s) must demonstrate flexibility given such shifting conditions.

The International and National consultants will be jointly responsible for the completion and submission of the deliverables outlined below. The International Consultant's responsibilities include the provision of technical expertise and overall direction in support of the data collection and field efforts led by the National Consultant and the management of all communication and coordination with the Evaluation Management and Reference Groups. Whereas the International Consultant's assignment will be home-based (remote) with no travel to the project sites, the National Consultant will be primarily responsible for the application of the evaluation plan in Colombo and the three districts, including conducting field interviews with beneficiaries and liaising directly with district-level implementing partners and stakeholders. As one team, the consultants are expected to work collaboratively and contribute equally to all deliverable in general and particularly to decision-making

processes, particularly in the design of the evaluation methodology and analysis of key findings and recommendations.

Further, with the aim of maintaining an effective collaboration and synergy throughout the duration between the two consultants, the International Consultant, once on board and if willing, can participate in the technical evaluation process to make recommendations to identify the National Consultant. However, the final decision on the selection will be the sole responsibility of the recruiting agency, the UN Women.

**EXPECTED DELIVERABLES AND TENTATIVE TIMEFRAME**

Key deliverables	Details of expected deliverables	Percentage of total contract	Indicative Timeframe
<p><b>1. Inception Report</b></p>	<p><b><i>In collaboration with the national consultant:</i></b></p> <p>1. Compilation and submission of a draft Inception Report to UN Women and UNDP. The draft Inception Report must incorporate an implementation plan and an evaluation methodology based on the findings of the national consultant’s Rapid Assessment.</p> <p>2. Incorporate feedback and/or additional findings provided by UN Women, UNDP and other project stakeholders in consultation with the national consultant.</p> <p>3. Submit the final inception report to UN Women and UNDP.</p>	<p>30%</p>	<p>1.) 17-24 August 2020 <i>(Submission of draft report to UN Women/UNDP on 24 August 2020)</i></p> <p>2.) 24-31 August 2020</p> <p>3) <i>Final Submission to UN Women/UNDP on 31 August 2020</i></p>
<p><b>2. Data Collection PowerPoint Presentation and Preliminary Findings Report</b></p>	<p><b><i>In collaboration with the national consultant:</i></b></p> <p>1. Provide inputs to the national consultant to compile a PowerPoint Presentation for a virtual debriefing session (for project stakeholders) held <b>prior to</b> completion of data collection activities to identify gaps and address issues.</p> <p>2. Participate in the virtual debriefing session with project stakeholders, and in collaboration with the national consultant.</p> <p>3. Review and analysis of the draft Preliminary Findings Report submitted by the national consultant</p>	<p>40%</p>	<p>1.) 1-11 September 2020</p> <p>2.) <i>Virtual debriefing session to be held on 11 September 2020</i></p> <p>3.) 7 September - 17 September 2020</p> <p>4.) <i>Draft Preliminary Findings to be submitted to UN Women/UNDP on 18 September 2020</i></p> <p>5.) 18 September - 30 September 2020</p>

	<p>4. Submit the draft Preliminary Findings Report to UN Women and UNDP.</p> <p>5. Incorporate feedback and/or additional findings provided by UN Women, UNDP and other project stakeholders in consultation with the national consultant</p> <p>6. Submit the final Preliminary Findings Report to UN Women and UNDP.</p>		<p>6.) <i>Final Submission to UN Women/UNDP on 30 September 2020</i></p>
<p><b>3. Final Evaluation Report, Two-Page Evaluation Findings Brief and Innovative Programme Learning document</b></p>	<p><b><i>In collaboration with national consultant:</i></b></p> <p>1. Review and analysis of the draft Final Evaluation Report and a Two-Page Evaluation Findings Brief (in English) submitted by the national consultant.</p> <p>2. Review and analysis of the draft knowledge sharing Innovative Programme Learning document (in English) for external stakeholders' use submitted by the national consultant.</p> <p>3. In collaboration with the national consultant, submit the following documents to UN Women and UNDP for review:</p> <ul style="list-style-type: none"> <li>• Draft Final Evaluation Report (English, Sinhala, Tamil)</li> <li>• Draft Two-Page Evaluation Findings Brief (English, Sinhala, Tamil)</li> <li>• Draft knowledge sharing Innovative Programme Learning document (English, Sinhala, Tamil)</li> </ul> <p>4. In collaboration with the national consultant, incorporate feedback received by UN Women, UNDP and other project stakeholders and submit the finalised documents to UN Women/UNDP:</p> <ul style="list-style-type: none"> <li>• Final Evaluation Report (English, Sinhala, Tamil)</li> <li>• Final Two-Page Evaluation Findings Brief (English, Sinhala, Tamil)</li> <li>• Final knowledge sharing Innovative Programme Learning document (English, Sinhala, Tamil)</li> </ul> <p>All documents highlighted in this section must follow relevant UN guidelines and processes outlined and formatted in</p>	<p>30%</p>	<p>1.) 9 October -16 October 2020</p> <p>2.) 9 October -16 October 2020</p> <p>3.) <i>Draft documents to be submitted to UN Women/UNDP on 21 October 2020</i></p> <p>4.) 21 October - 29 October 2020 (<i>Final Submission to UN Women/UNDP on 30 October 2020</i>).</p>

	accordance with UN Women branding guidelines for technical publication.		
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**Competencies**

**Core Values:**

- Respect for Diversity
- Integrity
- Professionalism

**Core Competences:**

- Accountability
- Creative Problem Solving
- Effective Communication
- Inclusive Collaboration
- Stakeholder Engagement
- Leading by Example

**EVALUATION ETHICS**

The evaluation team should have both personal and professional integrity and abide by the [UNEG Ethical Guidelines](#) for evaluation and the [UNEG Code of Conduct for Evaluation in the UN system](#) to ensure that the rights of individuals involved in the evaluation are respected. The evaluation team must act with cultural sensitivity and pay attention to protocols, codes and recommendations that may be relevant to their interactions with women. As part of the Inception Report, the evaluation team will develop a specific protocol for the conduct of the evaluation and data collection in line with WHO Guidelines on conducting research on violence against women.<sup>[1]</sup> All data collected through the evaluation is property of UN Women and must be provided to the organization, if requested, in a word format. In addition, UN Women information security policy on protecting the integrity and confidentiality of data must be adhered to.<sup>[2]</sup> The evaluation team must explicitly declare their independence from any organizations that have been involved in designing, executing or advising any aspect of the UN Women Sri Lanka project that is the subject of evaluation. The selection process will ensure that the evaluation team does not have any relationship with the project in the past, present or foreseen in the near future. If any wrongdoing is uncovered, the UN Women Legal Framework for addressing non-compliance with UN conduct must be followed.<sup>[3]</sup>

[\[1\] World Health Organization, Researching Violence Against Women, 2005;](#)

[\[2\] UN Women, Information security policy;](#)

[\[3\] UN Women, Legal framework for addressing non-compliance with UN standards of conduct](#)

**Required Skills and Experience**

**REQUIRED QUALIFICATIONS OF EVALUATION TEAM MEMBERS**

**Education:**

- Minimum education of master’s degree in relevant disciplines (gender, conflict studies, peacebuilding, international development, social sciences, or related fields);
- Qualifications, including specialized trainings or certifications, in peacebuilding program evaluation and results-based management;

**Professional experience:**

- At least 5 years of experience in designing and leading program evaluation in a peacebuilding context, including with programming in relation to the WPS agenda, gender equality, women’s economic and political empowerment and peacebuilding and reconciliation;
- Experience in conducting and managing gender-responsive evaluations of projects with budgets of over 1 million USD in Sri Lanka and/or South Asia highly desirable;
- Proven knowledge and understanding of M&E methodologies, including qualitative and quantitative data analysis skills and participatory data collection approaches;
- Proven ability to produce high-quality reports and manage diverse perspectives in communications and consultations with relevant stakeholders and beneficiaries;
- Knowledge of national and local governance systems and legal and policy frameworks and previous experience engaging with UN agencies, donors and high-level government stakeholders are preferred;
- Demonstrated capacity to work as a team;
- Excellent written and spoken English and representational capacities.

**SUBMISSION OF APPLICATION AND DEADLINE**

Interested candidates are requested to submit an electronic application with technical and financial proposals [hr.bangkok@unwomen.org](mailto:hr.bangkok@unwomen.org) with a copy to [kasun.jayasuriya@unwomen.org](mailto:kasun.jayasuriya@unwomen.org) to no later than **30 July 2020**. The financial proposal should provide professional fees as a lump sum amount for each deliverable, as well as travel-related costs. The submission package should include:

- Cover letter outlining relevant experience (s)
- Curriculum Vitae
- Personal History Form (P11) that can be downloaded from: [https://www2.unwomen.org/-/media/field%20office%20eseasia/docs/misc/2012/p\\_11\\_form\\_unwomen.doc?la=en&vs=460](https://www2.unwomen.org/-/media/field%20office%20eseasia/docs/misc/2012/p_11_form_unwomen.doc?la=en&vs=460)
- Proposed preliminary evaluation methodology based on the criteria and context noted above.
- Writing sample in the form of a past evaluation report in which applicant was the team leader or sole evaluator.
- Financial proposal specifying proposed fee based on each deliverable, and travel-related costs\* as per the following template:

Items	Amount (USD)
<p><b>Provide a Lump Sum fee (equivalent to daily fee x no. of days)</b></p> <p><i>Number of days refers to actual days that an assisting consultant works in order to produce deliverables as required by the ToR, NOT the number of days covering the whole period of consultancy.</i></p>	
<p><b><i>In collaboration with the national consultant:</i></b></p>	

**Final Evaluation Report**

Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace

Items	Amount (USD)
<p>1. Compilation and submission of a draft Inception Report to UN Women and UNDP. The draft Inception Report must incorporate an implementation plan and an evaluation methodology based on the findings of the national consultant’s Rapid Assessment.</p> <p>2. Incorporate feedback and/or additional findings provided by UN Women, UNDP and other project stakeholders in consultation with the national consultant.</p> <p>3. Submit the final inception report to UN Women and UNDP</p>	
<p><b><i>In collaboration with the national consultant:</i></b></p> <p>1. Provide inputs to the national consultant to compile a PowerPoint Presentation for a virtual debriefing session (for project stakeholders) held <b>prior to</b> completion of data collection activities to identify gaps and address issues.</p> <p>2. Participate in the virtual debriefing session with project stakeholders, and in collaboration with the national consultant.</p> <p>3. Review and analysis of the draft Preliminary Findings Report submitted by the national consultant</p> <p>4. Submit the draft Preliminary Findings Report to UN Women and UNDP.</p> <p>5. Incorporate feedback and/or additional findings provided by UN Women, UNDP and other project stakeholders in consultation with the national consultant</p> <p>6. Submit the final Preliminary Findings Report to UN Women and UNDP.</p>	
<p><b><i>In collaboration with national consultant:</i></b></p> <p>1. Review and analysis of the draft Final Evaluation Report and a Two-Page Evaluation Findings Brief (in English) submitted by the national consultant.</p> <p>2. Review and analysis of the draft knowledge sharing Innovative Programme Learning document (in English) for external stakeholders’ use submitted by the national consultant.</p> <p>3. In collaboration with the national consultant, submit the following documents to UN Women and UNDP for review:</p> <ul style="list-style-type: none"> <li>• Draft Final Evaluation Report (English)</li> <li>• Draft Two-Page Evaluation Findings Brief (English)</li> <li>• Draft knowledge sharing Innovative Programme Learning document (English)</li> </ul> <p>4. In collaboration with the national consultant, incorporate feedback received by UN Women, UNDP and other project stakeholders and submit the finalised documents to UN Women/UNDP:</p> <ul style="list-style-type: none"> <li>• Final Evaluation Report (English, Sinhala, Tamil)</li> <li>• Final Two-Page Evaluation Findings Brief (English, Sinhala, Tamil)</li> </ul>	

**Final Evaluation Report**

Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace

<b>Items</b>	<b>Amount (USD)</b>
<ul style="list-style-type: none"><li>Final knowledge sharing Innovative Programme Learning document (English)</li></ul> <p>All documents highlighted in this section must follow relevant UN guidelines and processes outlined and formatted in accordance with UN Women branding guidelines for technical publication.</p>	
<b>Total Financial Proposal</b>	